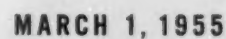


## THE MAGAZINE OF MARKETING



Production Tools		Yes	No
<b>A CHECK LIST FOR GREATER VALUE</b>			
1. Do we make full use of our suppliers' engineering know-how when purchasing machines and tools?			
2. Are we taking time to become sufficiently familiar with our manufacturing operations to be aware of those which are ripe for new, cost-cutting tools and machines?			

Materials Handling		Yes	No
9. Are we using hand trucks when power trucks can do the job faster and more efficiently?			
10. To eliminate handling, have we considered having suppliers package in standard count containers?			

Electrical Equipment and Supplies		Yes	No
3. Do we buy electrical repair and maintenance items in advance of need to avoid delays when actual need occurs?			
4. Do we use the right size bulbs for light bulbs and fluorescent tubes to keep labor costs down?			

Materials		Yes	No
5. Do we encourage suggestions from suppliers for use of lower cost materials?			
6. Do we encourage suggestions from suppliers for use of lower cost materials?			

Component Parts		Yes	No
7. Do we buy parts, whenever possible, on blanket orders to keep administrative costs down?			
8. Do we keep abreast of changes in raw materials prices and make certain that declines are reflected in our parts prices?			

Packaging and Shipping		Yes	No
11. Have we considered having purchased items packaged in a way that we can re-use in our own operations?			
12. Have we considered having suppliers use old costly emergency shipments to a minimum?			

MRO and Safety		Yes	No
13. Do we keep records of our MRO purchases so that we may check for savings in the future?			
14. Does our stock control system discourage pilfering and efficiently indicate when reorder is necessary?			

Office Equipment and Supplies		Yes	No
15. Have we considered the advantages of buying and stocking forms on an annual basis?			

The June **COST REDUCTION** EDITION of Purchasing Magazine is edited for the express purpose of showing industrial purchasing agents how the techniques of Value Analysis result in substantial savings—without sacrificing quality—in buying equipment, supplies and materials.

This is the time for *you* to tell *YOUR* cost-saving story to the man who buys at a time when he is really shopping around for ways of reducing costs. Here—in the June issue of **PURCHASING**—you can tell him about *your* product and how it will serve his needs and reduce his costs.

This **COST REDUCTION** EDITION is anxiously awaited by purchasing executives and will be used continuously throughout the year...continuously bringing *YOUR* story before the eyes of the men who buy your products.

With the help of special classifying, you have the unique opportunity of presenting your product advantages in the section where it best applies. The "**COST REDUCTION** EDITION" will be divided into 8 sections:

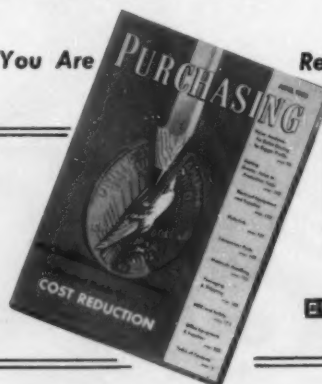
- Production tools & processes
- Materials
- Materials handling
- Maintenance, repair & operating supplies
- Electrical equipment & supplies
- Component parts
- Packaging & shipping
- Office equipment & supplies

Be Sure You Are **PURCHASING** Represented

ADVERTISING FORMS CLOSE MAY 2nd

**PURCHASING MAGAZINE**

205 East 42nd St. • New York, N. Y.



CPA 451



## Home life gets a new pattern

Father has a power saw!  
See him build a table!  
What does Father want to prove—  
That he's skilled and able?

Phooey! What has happened is,  
Pop could do no other  
Once he got the forceful hint  
Gently dropped by Mother.

Mother saw it in McCall's—  
Ringed it round like Saturn  
Where it said the work's a cinch  
With a *transfer* pattern.

Transfer patterns are the things  
Mom is used to using;  
Make both wood *and* needle work  
Greatly less confusing.

Simply iron the pattern on,  
Don't project or draw it.  
All you do from there on out's  
Hold the wood and saw it.

Thank McCall's—a trusted name,  
Biggest in home-sewing;  
In the new home workshop field,  
Big—and swiftly growing!

**McCALL'S CONTINUES ITS PATTERN  
IN CIRCULATION AND IN ADVERTISING!**

- Total circulation for the second 6 months of 1954 (4,558,000 Pub. Est.) is the highest in McCall's history.
- Advertising lineage for the first quarter of 1955 topped the first quarter of last year by 5.7%.

# McCall's

230 PARK AVENUE, NEW YORK 17, N. Y.



**SUCCESSFUL** sales executives of home building, home improvement and do-it-yourself products are realizing the tremendous potential of communities with under 50,000 population. Sales strategy has demanded a re-evaluation of this market. As America continues its move to the suburbs and beyond, can sales be far behind?

75% of all dwelling units started in 1953 were in towns under 50,000.

72% of America's 34,674 hardware stores are located in towns under 50,000 and they account for 73% of all hardware store sales.

64% of total U.S. population reside in places and territories of 50,000 and under.

Please pardon our pride of possession, but with 70% of our 2,700,000 American Legion households located in these communities of 50,000 and under population, we call it "Legion-Area". It is here that the many programs of Legion community service can best operate.

When you advertise your products in The American Legion Magazine you stir up a young (median age 32.7) market of growing families (87 children under 10 years per 100 households). 71.3% of them own homes now and they are adding extra rooms, finishing off their attics or building larger homes to take care of their expanding family needs.

Legion-Area is also the true home of The American Legion Magazine Retail Advisory Council. Most of our 16,000 Legionnaire owned and operated retail outlets (members of the R.A.C.) are selling fellow-Legionnaires in their own home towns. 3,300 of them are in the hardware category and are dealer outlets for products closely allied to the building industry.

With the R.A.C. alerted to your advertising program and mustered as your sales team through periodic newsletters and seasonal promotion kits, you become a familiar member of Legion-Area at both the dealer and consumer levels.

#### THE AMERICAN LEGION MAGAZINE



**Retail  
Advisory  
Council**

720 Fifth Avenue, New York 19, N.Y.

# Sales Management

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This advertisement prompted prospects to write and call for more information about Chicago Pneumatic's new product. The ad was immediately rerun and produced more inquiries than the first insertion. It will be run again in April.

By R. T. Beers, Sales Manager, Pneumatic Tool Division,  
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55 Million Tubeless Tires in '55

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SALES MANAGEMENT



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MARCH 1, 1955



... nearer to  
the buying point  
... help you  
**CLOSE** your sales!

In your prospects' mental journey from interested attention to actual purchase the media you use advance your sales in different ways.

Most industrial papers specialize in suggesting better manufacturing methods, the adoption of which may require new or improved products ... how to do a better job, rather than with what to do it.

Before 1933 there remained a wide gap between what business papers were publishing to spark a potential sale and what was needed to clinch the purchase with specific product information.

Twenty-one years ago Industrial Equipment News originated a field of publishing which assumed that its readers had the know-how and were ready for the what-with, the final step.

Mr. IEN is a closer of sales. He supplies the product selecting specifics leading directly to the purchase of particular equipment, parts and materials.

Both of these business paper functions help you to do business. One softens up your markets; the other hardens buyer judgment into your channels. That is why so many of the most successful marketers use both leading methods papers AND Industrial Equipment News.

You cannot buy better insurance for the success of your expenditures in the more costly methods papers than by investing a few hundreds to put Mr. IEN on your payroll as the No. 1 CLOSER of sales. \$150 to \$160 a month will insure your being well represented right at the time and point of purchase.

## Industrial Equipment News

Thomas Publishing Company

Details?

Send for complete DATA FILE

BPA

461 Eighth Avenue, New York 1, N. Y.

NBP

Affiliated with Thomas Register



# CLIP THIS...to keep your trademark right in your customer's hand!

## ZIPPO MANUFACTURING CO.

Dept. S-22, Bradford, Pa.

Please give me full information about business gift Zippos—prices in large or small quantities, time of delivery, opportunity to use color, and the help your design department will give us in making a beautiful and distinctive gift.

Name \_\_\_\_\_

Firm \_\_\_\_\_

Address \_\_\_\_\_

Thousands of trademarks jostle one another for attention in today's market place. Make sure that yours is often seen! Have it engraved in rich, authentic colors on the satiny surface of a Zippo—as a business gift, or special award within your firm.

Then your message will flash into view 20...40...60 times a day, just as surely as each Zippo flashes into flame. Your trademark becomes a valuable selling tool, giving long, long mileage at very modest investment.

Whether your business is old or new, its special quality will be faithfully reflected by the special quality of Zippo. Superbly made to work easily and perfectly under any conditions, Zippos become cherished lifelong companions—used proudly at business meetings...on social occasions and outings. And your trademark travels with them, always! Send the coupon now!



**Lights easily...anywhere...always**

Genuine Zippo Fluid and Flints make all lighters work better.

ZIPPO MANUFACTURING COMPANY, BRADFORD, PA.

In Canada: Zippo Manufacturing Co., Canada Ltd., Niagara Falls, Ont.



EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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SANTA BARBARA, CALIF. (15 East de la  
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\$8.00 a year; Canada, \$9.00; Foreign \$15.00

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(quarterly, Part II of SALES MANAGEMENT);  
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VICE PRESIDENTS.....C. E. Lovejoy, Jr.,  
W. E. Dunsby, R. E. Smallwood

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Member



March 1, 1955

Volume 74

No. 5

# BBDO *Newsletter*

- 1 Client Cookery
- 2 Outdoor "Movie"
- 3 Tubeless TV
- 4 New Wrinkle



**1** Completely redone from G-E lights to Armstrong Linoleum, BBDO New York's test kitchen looks like a bride's dream. But it's strictly a place of business to our three home economists, who do everything from running taste tests to writing cookbooks. These experts also prepare food for TV commercials, comparison-shop, write columns, and even help cook up new campaign ideas.



**2** 29 feet tall, the young lady on this painted bulletin for The F. & M. Schaefer Brewing Co. is not only big and beautiful. . . she gets around, too. She and her boy friend are detachable cutouts, which can be moved from one location to another. Schaefer now has two such bulletins traveling in New York, and was recently saluted by *Tide* for introducing this special outdoor technique in the East.



**3** B. F. Goodrich invented Tubeless Tires, and led the way in switching all America to tubeless. Much credit for selling the idea goes to "see-for-yourself" commercials on BFG's "Burns & Allen Show." Leading TV research studies show them to be most effective in tire field, among best in all TV. B.F. Goodrich retailers report customers tell them, "I saw it on TV." By BBDO Cleveland.



**4** The conventional door has long been a headache for home decorators. In a new campaign for its newest client, New Castle Products, Inc., BBDO Chicago shows homemakers how to save space beautifully — with Modernfold Doors. Color pages in *The Saturday Evening Post*, *The American Home* and *Better Homes and Gardens* tell the Modernfold story — from high fashion to low prices.

**BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising**

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA





At Minnesota Mining and Manufacturing Company (known as "3 M"), they say,

## "He's America's No. 1 stick-up man!"

"Need a 'Scotch' brand tape for grafting trees? Wrapping a new automobile? Splicing a rug?

"We have 'em — and hundreds more," says "3 M" Executive Vice-President L. F. Weyand. "No wonder they call me the 'stick-up man.'"

"But there's one kind of sticky tape you won't find around here, and that's *red* tape. When our dealers or customers ask for a shipment in a hurry, we take them at their word.

"We call Air Express — and the shipment is delivered in a matter of hours!

"We know we can depend on Air Express. We prove it hundreds of times a year. What's more, we *save money* by using Air Express. A 25 lb. shipment from St. Paul to Miami, for example, costs \$13.65 door to door (one charge). That's 20¢ less than *any* other air carrier — and the service just can't be compared!"



# Air Express



**GETS THERE FIRST** via U.S. Scheduled Airlines

**CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY**

**SALES MANAGEMENT**



Because industrial salesmen work closely with their customers, they have intimate, personal knowledge of buying patterns. MILL & FACTORY taps this invaluable knowledge on a nationwide scale—and no impersonal circulation method can match it.



## No One Gets Closer to Buying Influences than the Industrial Salesman!

*And 1,645 industrial salesmen select the plant executives who read MILL & FACTORY*

An industrial salesman *has* to know the men in the plant who influence and control buying. That's his job. In many a plant you'll often find the salesman and plant executive, after hours, ironing out the details of a manufacturing problem, or working hand in hand to improve a service. You just can't beat the industrial salesman's intimate contact with buying influences.

That's why MILL & FACTORY, alone among general industrial publications, builds and maintains its circulation through 1,645 industrial salesmen who call continually on the important plants in every important trading area in the United States. These salesmen hand-pick for MILL & FACTORY the men they *know* have buying authority. In this way, through the unique Conover-Mast Franchise Circu-

lation Method, paid copies of MILL & FACTORY reach the same men your salesmen must see to sell your product.

As a result, when you advertise in MILL & FACTORY, you are reaching just the sort of customer and prospect list you yourself could build if you employed 1,645 full-time industrial salesmen. We've done the job for you—the only magazine that can.

### Mill & Factory

CONOVER-MAST  
PUBLICATIONS, Inc.  
205 East 42nd Street  
New York 17, N. Y.

NBP

BPA



*regardless of title*

**Mill & Factory reaches the Men  $\wedge$  Your Salesmen must See to Sell!**

# Why Mr. Ray's sales soar far above industry average

When one distributor's sales increase far outpaces his own industry's, there must be a good reason.

That's the quick story of O. W. Ray, president of O. W. Ray Corp., New York. The company is one of the leading distributors of photographic products in America... and a consistent advertiser in The New York Times.

Mr. Ray reveals that while photo industry sales in 1953 were 70% above 1949, his increases in some major lines were more than 150%.

Like hundreds of other successful advertisers, he credits much of his sales increase to The New York Times.

"We consider The Times our basic advertising medium," he explains. "The New York Times reaches the trade as well as consumers. In support of our dealers, we have found that The New York Times consistently produces the greatest across-the-counter action of all our media."

Get the complete picture of what it takes to make more sales and better profits in New York, the world's largest market. Get all the facts about what The New York Times can do to sell more for you.

**The New York Times**

"ALL THE NEWS THAT'S FIT TO PRINT"



## LETTERS TO THE EDITORS

### NO SHORTAGE OF GOOD SALESMEN

For several years I have been receiving each issue of *SALES MANAGEMENT* and it has been a great help to me.

I have noticed in recent years a considerable amount printed about the employing, selecting and training of salesmen. From my experience in this field I am thoroughly convinced that there is no shortage of salesmen, and that there is no shortage of good men who are seeking positions where they can be trained to be salesmen, and that the actual shortage is at the management level—many firms do not have either the facilities or the experience to give complete educational training to men employed for sales work.

It occurred to me that some of the larger organizations that have developed a system for keeping salesmen happy, keeping them excited about their products and services, might be willing to contribute some of their secrets which could be used in all types of direct selling.

Lacy E. Crain

President  
Conco Chemical Co.  
4830 McKinney Ave.  
Dallas 5, Texas

►If Macy's does tell Gimbel's, here's Mr. Crain's address.

### SELLING PUBLIC SERVICE

►An editorial in "Comment," Dec. 15 (p. 27), titled "There's 'Profit' in Selling Public Service Programs," suggested that the campaigns of the Advertising Council would be even more effective if they were not only advertised but sold. Sales organizations would add to the prestige of their companies and products by putting their weight behind public service programs. Some Council programs tie in directly with the sales objectives of individual companies.

I was very much interested in your "Comment" piece, especially with respect to the problem of selling public service programs.

In the past three years National Sales Executives, through our good friend, Faus Solon, v-p of Owens-Illinois Glass Co., and several other members of our Board of Directors, has been most anxious to cooperate with the Advertising Council. Unfortunately the Advertising Council has not been able to work out a vehicle whereby their programs could be really "sold" to the American public, other than through presenting them to interested groups and at general meetings.

We hope that in the not-too-distant future the idea of taking these projects and really "selling" them to interested business communities and educational leaders will be possible by further cooperation with such organizations as ours

and others in the field of marketing and sales.

Robert A. Whitney

President  
National Sales Executives Inc.  
New York, N. Y.

### OBJECTION SUSTAINED

As counsel for the Warren-Teed Products Co. of this city (Columbus, O.) there has been turned over to me the July 15, 1954 issue of *SALES MANAGEMENT* where, in an article devoted to chlorophyll, reference is made at p. 96 to the trade-named product "Teeds" as manufactured and sold in 38 states of the United States by my client.

The implication of the article is that the producers of the various trade-named articles were racketeers and vended many things from popcorn to bubble baths—all allegedly treated with chlorophyll—and all silly. Then follows the reference to the trade-named product in question. For your reference "Teeds" have been manufactured and sold in interstate commerce for many years and are a medicated throat lozenge containing tyrothricin and benzocaine. This particular product has been prescribed by the medical profession and sold by reputable druggists for many throat disorders. Only in recent years was chlorophyll incorporated into the formula. No claim by word of mouth or by advertising was made for the therapeutic or other value of the chlorophyll except that the ingredient promotes normal healing and tends to have a deodorizing effect. In this connection it should be pointed out that this article is an ethical product, as is the entire line of the Warren-Teed Products Co., and is not a patent nor a proprietary medicine, ordinarily highly advertised and promoted. The particular product "Teeds" has long been identified as a product of the Warren-Teed Products Co.

A. Glenna McClelland

McClelland and DeVennish  
Columbus, O.

### MAIN GRIPES AGAINST DEALERS

In one of the recent editions of *SALES MANAGEMENT* you had a Marketing Pictograph entitled "What People Dislike Most About Dealers" (SM, Jan. 15, p. 65). We would like to have your permission to reproduce this in one of the coming issues of our magazine... We are planning an article on the subject of "What Hospital Purchasing Agents Dislike Most About Surgical Supply Dealers," and this pictograph would be very apropos, as the things that people find fault with most about automobile dealers are very similar to the things that hospital purchasing agents find fault with among our surgical supply dealers.

James A. Greig

Editor  
The A.S.T.A. Journal  
American Surgical Trade Association  
Chicago, Ill.

(continued on page 12)

SALES MANAGEMENT

# Inviting customers to call collect brings parts sales of \$4000 first month



A case history of  
Equipment Supply Co., Inc.  
El Paso, Texas

Equipment Supply Co. delivers parts ordered by Long Distance.  
The company serves West Texas, Southern New Mexico and Northern Mexico.

To give customers quick, dependable parts delivery and service, the Equipment Supply Co. invites its United States customers to call collect by Long Distance.

In the first month of the Call Collect Plan, sales of \$4000 in parts were attributed to calls *costing only \$60*. And the plan is doing more than building parts sales.

"We know that *new tractor sales* have increased due to this promise of

good service," the company reports. "We have gained many new customers as well as improved relations with our old customers."

You can start a similar plan today. The only equipment you need is the telephone on your desk. And there are many other ways you can make Long Distance increase sales. If you would like a telephone company representative to stop in and explain them, call your Bell Telephone Business Office.

## LONG DISTANCE RATES ARE LOW

Here are some examples:

Wilmington to Lancaster, Pa.	40¢
Cleveland to Pittsburgh . .	60¢
Des Moines to Rock Island .	70¢
Cincinnati to Evansville, Ind.	75¢
El Paso to Albuquerque . .	85¢

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

**Call by Number. It's Twice as Fast**

BELL TELEPHONE SYSTEM





# New way to "audit"

**provides management with accurate picture  
of strengths and weaknesses in 17 areas of major concern;  
.....  
points clear path to tested and proved corrective measures**

Research Institute of America, after conducting the Attitude Audit of Salesmen for two years on an experimental basis, now makes this new service available to Selling and Merchandising Division members at no extra cost.

The Attitude Audit of Salesmen is fundamentally a

survey consisting of a scientifically devised, tested and verified questionnaire, and a confidential follow-up report to management digesting the results. It places in management's hands a clear picture of the company's sales operation in the *seventeen areas of basic concern*—as seen through the eyes of its own salesmen.

**It tells management which of their salesmen's viewpoints are the worry spots:**

## Attitude toward:

- 1 the company
- 2 the company's sales policies
- 3 the product
- 4 sales work as an occupation
- 5 higher management
- 6 immediate superior
- 7 fellow salesmen
- 8 the company's sales training efforts

## Attitude on:

- 9 their relationship with home office
- 10 relations with other company departments
- 11 their compensation
- 12 their own job security
- 13 opportunities for personal development
- 14 communications—reports, paperwork, etc.
- 15 management's reception to their suggestions
- 16 the adequacy of sales helps and information
- 17 the relationship between home and job

---

## High-level professional service

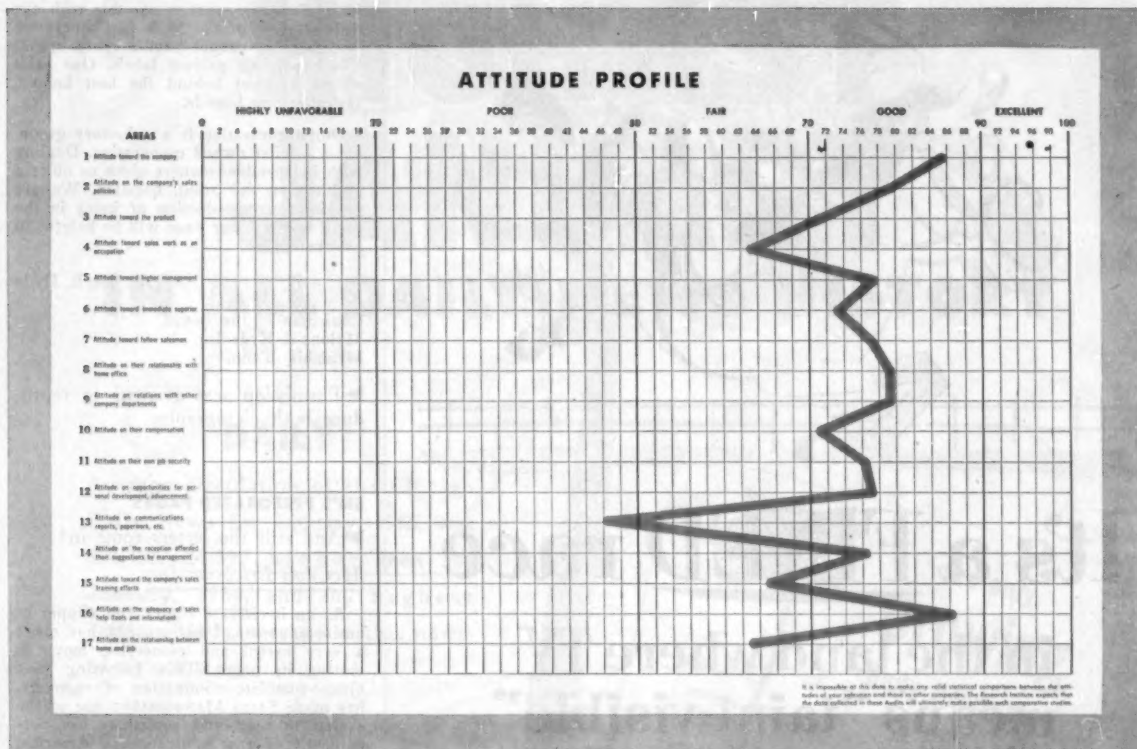
Most company managements would like to know more about their salesmen's attitudes. The trouble, till now, has been the lack of a valid, scientific method that really gets to bedrock and, at the same time, is easy to administer.

Research Institute has developed such a method over a period of two years' experimentation on a scale and at a cost that few would care to attempt. This experi-

mental program went far beyond the development of scientific techniques for securing accurate attitude patterns within top priority areas. It carried through to the determination of the best corrective methods whereby management can bring about quick and significant improvement in poor attitudes. Today it embraces a complete professional counseling service to member management executives, on an individual and confidential basis.



# salesmen's attitudes



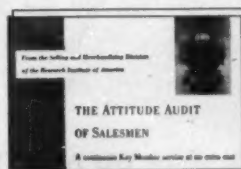
Here is the "Attitude Profile" which charts the Attitude Audit of one member of the Selling and Merchandising Division of the Research Institute. Since member companies may have successive Attitude

Audits made at intervals, their managements can easily evaluate the effectiveness of their efforts toward improvement and also be alerted should significant changes in their "profile" warn of a spreading sore spot.

## Attitude Audit an integral part of Research Institute's sales development plan.

The Attitude Audit is a natural outgrowth of the Institute's method for developing in salesmen that certain something that a company's top producers have that enables them to get so much more business than salesmen who lack the desirable "X" factors. This new approach to sales improvement develops the salesman—develops the "whole man"—gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It fosters a feeling of importance to society and helps to develop the right attitude toward

company, job and customer. Clearly, this latter objective is aided and abetted by the Attitude Audit.



**Free Folder**, tells how a true picture of your salesmen's attitudes guides you, what others have learned from the Audit, how simple corrective measures can bend a bad "attitude profile" back into a happier contour. Whether you are a Research Institute member or not, we'll be glad to send you a copy.



## Research Institute of America

SELLING AND MERCHANDISING DIVISION

589 Fifth Avenue, New York 17, N. Y.

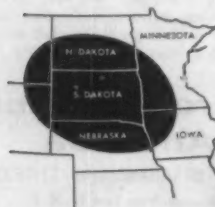
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in the land where TV  
means "taint-visible"

NO doubt about it, radio's a sure thing in Big Aggie land. 660,950 families are staunch radio fans in the rich, 5-state Great Upper Missouri Valley. TV stands for "taint-visible" in Big Aggie Land; and no one newspaper can stride this wide land day by day like radio. And far in the lead by several lengths is WNAX-570. So whatever media you consider in other markets, there's only one low-cost, high-return way to get your share of the \$2.8 billion buying income in Big Aggie Land - and that is WNAX-570.



### WNAX-570

Yankton, South Dakota

A Cowles station. Under the same management as KTVI, Channel 9, Sioux City: Iowa's second largest market. Don D. Sullivan, Advertising Director

CBS Radio

Represented by the Katz Agency

## LETTERS

### BATTLE OF THE BRANDS

May we have permission to reproduce the pictograph page "Battle of the Brands?" (Marketing Pictograph, Jan. 15, p. 70). We want to use this with our 500 members of the M & H Cooperative Stores. They cannot handle every brand. We handle no private labels. Our sales efforts are put behind the best known, fastest-selling brands.

Our organization is a voluntary group, not a retailer owned cooperative. Dealing with independent owners gives us quite a problem on the brand question. We are pushing for a reduction of items in the retail stores. Your page will be helpful in our campaign.

Joe R. Hyde

Chairman of the Board  
Malone & Hyde Inc.  
Memphis, Tenn.

►Permission was granted to reproduce both pictographs.

### SM'S PERFORATED PAGES

►And still the letters come in!

*McCann Erickson, Inc.*

As an inveterate ripper and clipper of business papers, I believe SM has made a very useful and pioneering move in scoring its pages. This, following your almost-complete elimination of runovers, has made SALES MANAGEMENT one of the easiest to read and easiest to use permanently of any publication in America. Would that *Fortune* would imitate you!

Sidney Dean

Vice-President, N. Y.

### Pan American World Airways Inc.

We like the scoring of your pages, permitting us the ease of detaching pages for further use and filing. This comes to our attention particularly as we have just detached the last page of the third article of the series (SM, Nov. 1, Nov. 20 and Dec. 15) by Eugene J. Benge on "The ABC's of Sales Potential."

J. D. Fessio

Sales Manager, Pacific-Alaska Division

### Farm Bureau Insurance Companies

Perforating the pages of SALES MANAGEMENT is the greatest idea since the invention of the automatic choke! Bravo! Bravo!

David Marshall

Director, Public Relations Planning  
Columbus, O.

SALES MANAGEMENT

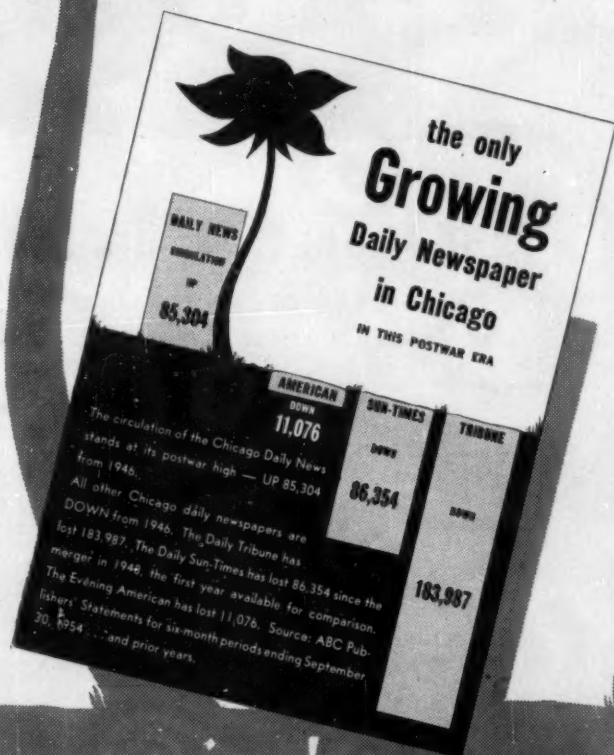
# HIGHEST JANUARY IN ALL DAILY NEWS HISTORY

## DAILY

Average circulation of the Chicago Daily News for January, 1955, was 598,483, **24,597 higher than for January, 1954**, and the highest January daily average in this newspaper's history.

## SATURDAY

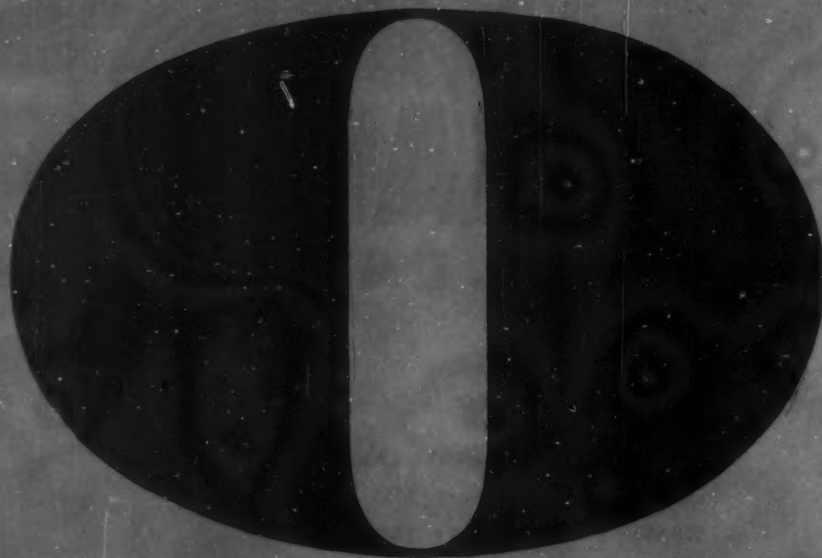
Average circulation of the Chicago Daily News for January, 1955, was 606,799, **23,632 higher than for January, 1954**, and the highest Saturday average in this newspaper's history.



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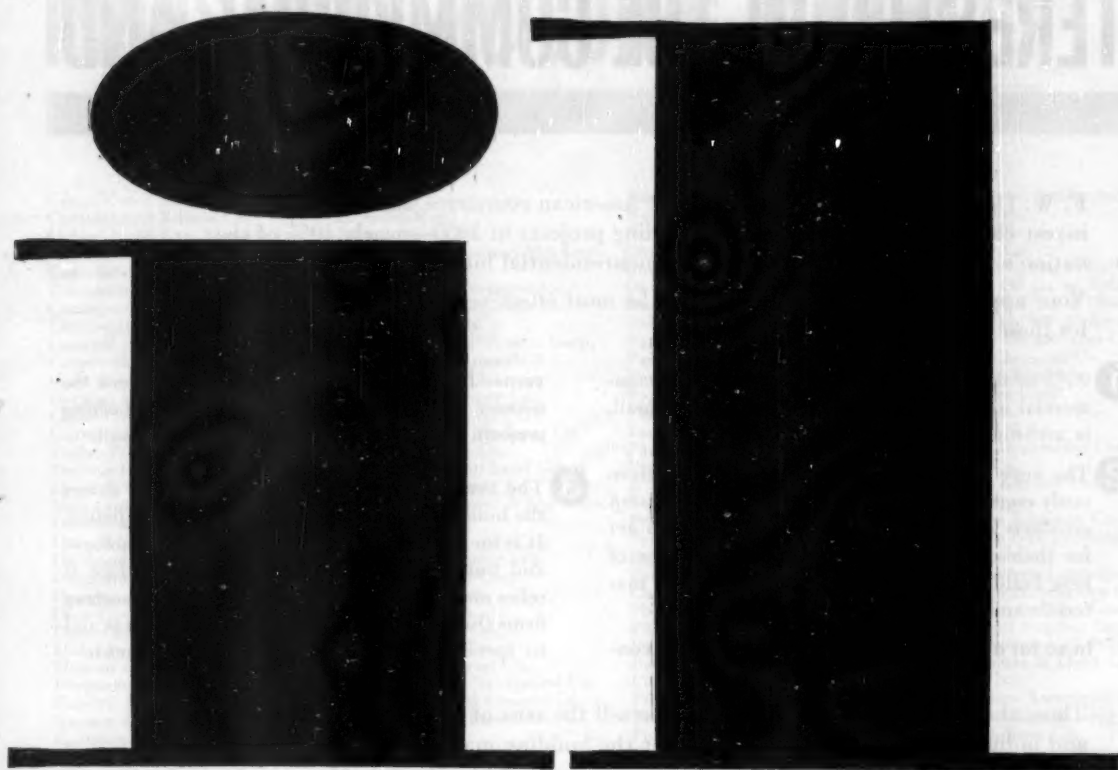


...written for

Everything important in oil will be the unique province of Petroleum Week. This new communication service will keep men who matter posted on every phase of the oil industry—by giving the big picture fast, by filling in essential details too . . . through the important new technique of writing for variable-speed reading.

PETROLEUM WEEK	
JULY 8, 1955	
A McGRAW-HILL PUBLICATION	
Oil goes all out for one big oil union . . .	9
Phillips opens solution beginning to fall . . .	11
Demand rises up again . . .	13
Can coal stop the clock? . . .	14
Bigger water-flooding project . . .	18
How much more oil from gas cycling? . . .	20
When bottom of comes back . . .	21
What's behind the 'sur' reforming boom . . .	22
Why gasoline may get more volatile . . .	26
How comes the gas turbine . . .	28
Pacific Northwest: new battleground . . .	46
Dealing the leader in oil public relations . . .	49





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INDUSTRY-WIDE COVERAGE**

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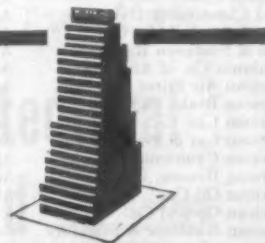
of reading speeds on every page: to scan rapidly or to study—at his option. By the use of bold face and other display type, signals are built into articles calling attention to key facts complete in themselves. Following each key fact, details are presented in full.

The editors, in fact, provide continuity of content at two separate speeds: one for rapid run-through of the key spots, one for deliberate study. The reader's choice is exercised quickly—and with safety, in the knowledge that he has all the facts. He has precisely what he wants. Nothing more—nothing less.

**Put Petroleum Week to work for you. Publication begins July 8. Pilot copies are available from the McGraw-Hill office nearest you.**

# PETROLEUM WEEK

330 West 42nd Street, New York 36, N. Y.



**A MCGRAW-HILL  
PUBLICATION**

MARCH 1, 1955

15

# INTERESTED IN THE COMMERCIAL AND

F. W. Dodge Corporation estimates that American commerce and industry will invest close to \$3.75 billions in new building projects in 1955—nearly 40% of the nation's total investment in all types of nonresidential building.

Your approach to this great market will be most effective when it is guided by these three basic market facts:

- 1 95% of the total dollar volume of all U. S. commercial and industrial building, large and small, is architect-engineer designed.
- 2 The very large firm that is more or less continuously engaged in building depends on its own *staff architects and engineers* (building experts) to act for their management associates in the design of new buildings and the selection of building materials and equipment.
- 3 The average firm in commerce or industry enters the building market *just once or twice in a lifetime*. It is inexperienced in building design, technology, and building product specification. Therefore it relies on *independent* architectural and engineering firms (building experts) to design its buildings and to specify building materials and equipment.

In so far as the building product salesman is concerned, these staff architects and engineers are the owners of new commercial and industrial building projects. They are the men whom he must sell.

Thus, the efficient and economical way to sell the tens of thousands of commercial and industrial firms of all sizes that enter the building market each year is to sell architects and engineers including (1) staff architects and engineers who actually are owners of building projects; (2) independent architects and engineers who act for owners.

You can reach more of these architects and engineers more economically with information on your products in *Architectural Record* than in any other architectural magazine.

**Here's a representative list of commercial and industrial organizations in which *Architectural Record* has two or more subscribers:**

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Crane Co.  
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Dayton Rubber Co.  
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Duquesne Light Co.  
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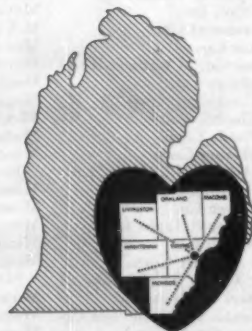


## Architectural Record

"Workbook of the active architect and engineer"

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*The Magazine of Applied Engineering*

*Edited for the technical men in the plastics industry responsible for*

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DEVELOPMENT**

**APPLIED RESEARCH  
PLANT OPERATIONS**

*First issue:  
February 1955*

There is no other magazine like PLASTICS TECHNOLOGY. It alone deals 100% with the day-to-day engineering problems of the men who, last year, produced and used three billion pounds of synthetic resins.

The need for PLASTICS TECHNOLOGY grew out of the great community of interest on the part of all plastics technologists, whether their function be management, design, development, applied research, plant operation, technical service or consultation.

Sooner or later, in this dynamic, explosive industry there had to be a central source of authoritative engineering information on developments in products and processes and the improvement of existing products and processes, published often enough to assure every technical man of being in touch with current thinking and doing in the field.

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## *Represent important buying influence*

PLASTICS TECHNOLOGY has a guaranteed circulation of 10,000—controlled and paid. It provides concentrated and penetrating coverage of the engineering and processing technologists whose influence bears so importantly on the specification and purchase of the materials, equipment and supplies used in all segments of the industry.

Here is a great, new opportunity for the sales executive whose men sell to the plastics industry. Now his advertising can talk specifically in their own language, to those important men whose plans are so hard to discern until they have just about decided whose salesmen to call in!

What do you know about your product that these technical men *should* know, or should be reminded of, again and again?

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# PLASTICS TECHNOLOGY

*The Magazine of Applied Engineering*

386 Fourth Avenue  
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## THE HUMAN SIDE



**ONE FOR THE ROAD...** It's all in the interest of good customer relations, boys. This portable El Morrocco is the property of one Leonard Hicks, who uses it to transport—in every sense of the word—his clients from airport to city.

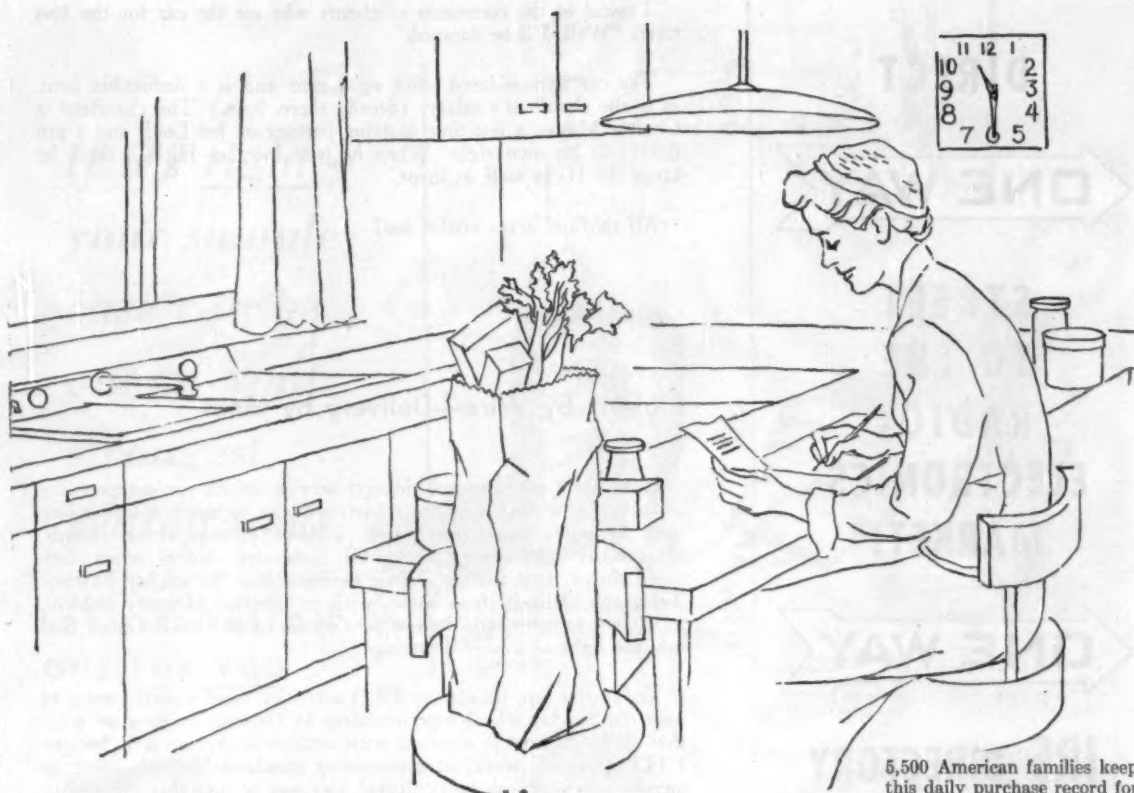
### Is Your Cadillac Tax Deductible?

"Hicks' Half Acre" is a productive parcel of property—and we don't mean real estate. Some wags even refer to it as "Hicks' Black Maria," an indignity at which Hicks looks askance.

The "Half Acre" is an enormous black Cadillac limousine, of uncertain vintage, which would have graced Al Capone's heyday. It is complete with a portable bar and all the makings for everything from a Gin Sling to soda-and-lemon. And the Hicks who owns it is Leonard Hicks, Jr. He uses it in his work as a hotel representative. Says he: "Our office represents many hotels throughout the country. When trade association executives go to visit hotels under our aegis, or return to Chicago from one of our hotels, we send out the Half Acre to pick them up. It's a long, long drive and our trade executive refreshes himself en route. The chauffeur mixes the first drink before they start; the passenger can take it from there if he chooses."

But why buy a Cadillac? Says Hicks: "I'd been driven around in courtesy cars and it occurred to me that we had the need for one. The trade executive is one guy most hotels will do *anything* for and it's difficult to think up something new. The idea of a chauffeured car seemed just the thing."

All this is mighty productive of good will toward Leonard Hicks, Jr., and Associates. And Hicks is the first to admit it. "Hell," he says, "we picked the car up for a song to begin with. It was a white elephant in the used car market. The only other investment was for the chauffeur's uniform and the bottled delight."



5,500 American families keep this daily purchase record for us on products ranging from toothpaste to automobiles

## This woman tells us *every time* she buys your product!

- ☐ She tells us when she *started* buying it
- ☐ What price she paid
- ☐ Who in her family uses it
- ☐ From what competitor she *switched*
- ☐ What *similar* product she buys if she is *not* your customer
- ☐ What income group the family is in

5,500 American families—the J. Walter Thompson Consumer Panel—actually write down each day's purchases *as they make them* in your product field.

Then, at the end of each month, they send this day-by-day purchase record to us.

These Consumer Panel families

are an accurately proportioned sample of the entire population.

Hence, the picture you get of their buying habits is truly representative of the buying habits of the whole country.

The Consumer Panel is *not* a one-time survey. It provides you with a *continuing, up-to-date* picture of your

market. Month after month, it gives you intimate knowledge of *who* buys or *fails to buy* your products.

*The whole year's cost* of this service to Panel subscribers is often *less* than the cost of a *onetime* survey of comparable national coverage.

• • •

If you want to know more about this instrument for sales planning—*how it has been used to find and win new markets*—spot trends at their beginnings—analyze the effectiveness of special sales and offers—write today to Dept. S-P-3.

### J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Nairobi, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne



**DIRECT**

**ONE WAY**

**STREET  
TO THE  
RADIO-  
ELECTRONICS  
MARKET!**

**ONE WAY**

**IRE DIRECTORY  
ALONE PROVIDES  
PRODUCT FACTS  
ENGINEERS NEED!**

35,000 IRE members are the engineers who spark new developments in the fast-paced, fast-growing radio-electronics industry. To feed the fires of their creative thinking, they must have the latest facts. That's why they turn first to IRE DIRECTORY—a working encyclopedia of products, firms and men. This vital working information remains within arm's reach 365 days a year.

When it's packed with facts, your product catalog in IRE DIRECTORY "tells and sells" the men who specify and buy—the IRE radio-electronics engineer.



**The Institute of Radio Engineers**

Advertising Department  
1475 Broadway, New York 36, N. Y.

Typical of the comments of clients who see the car for the first time: "Well, I'll be damned."

The car is considered office equipment and is a deductible item, as is the chauffeur's salary. (Steady there, boys.) The chauffeur is Chester Mason, a one-time sparring partner of Joe Louis and a pro fighter in his own right. When he isn't meeting Hicks' clients he keeps the Hicks staff in shape.

All this and a tax credit, too!

**Flowers by Wire—Delivery by Goat**

Until 1909 the telegraph delivery service, which you accept today as calmly as a May weather report, was not so much as a buzzing over the wires. Some few florists, with out-of-town florist friends, occasionally used telegraph to fill customers' orders when they could throw their friends a little business. But the mighty Florists' Telegraph Delivery Association, with its familiar Mercury emblem, its 10,000 members and its last year's sales of \$41 million-plus, first saw the light of day 46 years ago.

Today you can, because of FTD activities, send a potted palm to your old Sunday school superintendent in Oshkosh or even see to it that Ava Gardner is supplied with orchids in Spain. And because FTD constantly works at maintaining standards and educating its membership on things horticultural, you may be sure that the quality of that potted palm or those orchids is as fine as that of the ones you see in swank Fifth Avenue florists' windows. Last year FTD members filled more than 5½ million orders.

One reason for the success of the organization is its organization: Let's assume you ask a local florist to send a dozen roses to your sister in Des Moines. Minutes after your order has been given, the Des Moines florist has it, together with the message you want enclosed with the order. All you pay for is the roses and the cost of the wire. The florist to whom you gave your order keeps the money, sends a duplicate of the order to FTD headquarters. The florist in Des Moines also sends a notification to FTD of the order he has filled. At the month's end FTD sends statements to each member florist who has filled an order, either billing or enclosing a check? Simple?

The orchids to Miss Gardner (you lucky boy) in Madrid would be taken care of by the international branch of FTD—Interflora. Its headquarters are in Zurich, and the organization has three groups of members—FTD, USA; FTD, British and Fleurop, Europe. The last two boast 8,000 member florists. Through them you can send flowers to or receive them from any country in the world outside the Iron Curtain.

And that's what happens every day. Usually the orders flowing into the U.S. from far-flung places are as usual as the one to your sister in Des Moines. But some of them are almost out-of-this-world. Recently a big-game hunter in Africa, who suddenly remembered his wife's birthday, got his order out by tom-tom. Interflora followed through and the lady had her floral remembrance within 48 hours.

But the order to end all orders came from India and was filled by a San Francisco florist: He was called upon to deliver white flowers strapped to the backs of two pure white goats. He did it, too, by gosh.

And little feats like these are what keeps FTD growing and serving.



*If it's right—  
your sample  
case can be  
one of your  
strongest  
selling tools*

**LET US DESIGN  
ONE FOR YOU...**



A leading Pharmaceutical Company's representatives carry this case designed specifically to show its line of products—neat, compact, easily accessible.

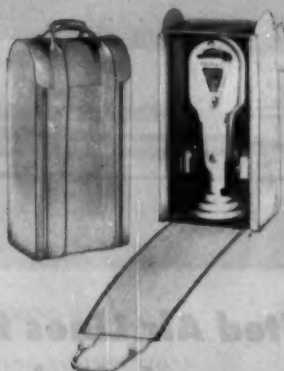
This refrigerated case with its unique pull-out arrangement and dry-ice compartment below, does an outstanding selling job for a large meat packing house.



This case was designed for an auto-parts manufacturer to show the actual parts in his line, all neatly classified, separated and accessible for close examination.



A famous pharmaceutical firm had us design this custom case to show its widely diversified line of products. There's no limit to the versatility of an Ellis-designed and built case.



A large parking meter firm found this custom built case a perfect answer to their carrying problems. Smart looking, rugged, simple to operate—it displays its product to fine advantage before any prospect.

*We specialize in custom-designed leather sample and presentation kits not to be found in any regular line... Any adequate sized case will carry your line. But the case that *literally sets up sales* is the one designed for its own specific job—with a place for everything and everything in its place—visible, orderly, easily reached. It saves its cost in time alone—and every presentation is impressive with your Ellis-made, custom-designed, organized display case. More often than not it's the difference between SALE and "sorry". Write for our catalog—or tell us about your particular problem. Watch the result in your future profits.*

**Representatives of America's  
"Blue Chip" firms Coast to Coast  
carry Ellis Custom-Built Cases**

Abbott Laboratories  
Armstrong Cork Co.  
Calgate-Palmolive Co.  
Continental Oil Co.  
Eli Lilly & Co.  
Firestone Tire & Rubber Co.  
Ford Motor Co.  
International Collocation Products Co.  
W. K. Kellogg Co.  
Kraft Foods Co.  
Parke Davis Co.  
Pet Milk Co.  
Phillips Petroleum Co.  
Pontiac Motor Div. G.M.  
Queker Oats Co.  
Stokely Foods  
The Upjohn Co.

and many others—a long, impressive list.  
We'd like to serve you too.

**CH Ellis COMPANY, INC.**

Department SM3-55, 134 South Pennsylvania, Indianapolis 4, Indiana

MARCH 1, 1955





## **United Air Lines first to offer all-cargo flights keeps on bringing you "firsts" in freight service!**

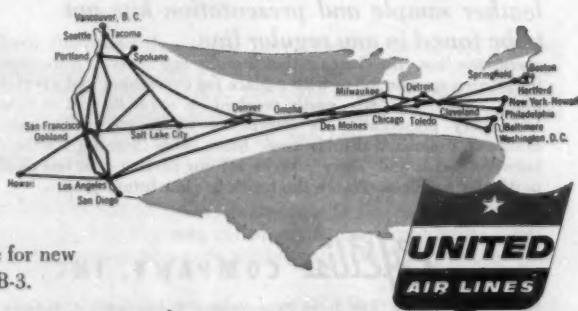
United was the first scheduled airline to offer all-cargo flights (1940)... the first with specially-equipped "flying freight cars" (1943)... and through the years the "firsts" have kept right on coming from United Air Lines.

For example, United Air Lines now offers you Reserved Space Air Freight. It's new. It's exclusive with United in the U.S. You can reserve space for your freight shipments in advance, previous consideration having been given mail and express space needs.

Also new, are interline arrangements whereby you can ship via United Reserved Space to 84 foreign countries the world over!

For more information about United Air Freight, write for new booklet, "Industry's Flying Partner," Cargo Sales Dept. B-3. United Air Lines, 5959 S. Cicero Ave., Chicago.

**More than 254 United flights daily  
— Air Cargo on every one**



If it's **LOOSE LEAF**, see

# "BINDERS That BUILD BUSINESS"

High-quality Remington Rand Loose Leaf Binders are so easy to operate you *know* page changes will be made promptly. "Customized" covers reflect the quality and standing of your company and prod-

ucts. Your catalogs stay on the job 24 hours a day... *make it easy for your customer to buy*. If it's LOOSE LEAF, remember Remington Rand. Send in the coupon today for "Binders That Build Business."

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## What makes a newspaper great?



Danny Janzen loves butterflies. At the ripe old age of 12 he was a lepidopterist of five years' experience, had over 1500 specimens stored in boxes and drawers in his bedroom and was trading with adult collectors all over the United States. And he was perhaps the loneliest small boy on his south Minneapolis block. Few neighborhood grown-ups understood him or his unusual interests—even fewer youngsters of his own age.

Minneapolis Star and Tribune reporter, Janet Lucal, on the lookout for a feature story, heard about the

"Butterfly Boy" and decided his hobby might be a good topic. She was captivated by Danny's enthusiasm, his eagerness to show off his multicolored prizes, and his pride in having captured a rare "Baltimore checkerspot" in Minneapolis' Theodore Wirth park.

The story Janet Lucal wrote appeared in next day's Minneapolis Star. A few days later her editor handed her this note:

Dear Sir:

A week ago you published an article about my son, Danny Janzen, which was written by Miss Janet Lucal. It was an excellent article, clear and accurate, and we wish to say "Thank you" because it has made a big difference in Danny's life. People who used to find his journeyings with the butterfly net odd, now understand what he is trying to do and are often very helpful. Thank you again, so much.

Mrs. Dan Janzen

That was almost two years ago. Reporter Lucal was flattered by the letter, and quietly pleased that her story had perhaps helped Danny gain stature in the eyes of his friends.

Today, Danny Janzen is in high school, an above-average student, and one of the most popular kids in his class. He's studying Spanish, has been working summers and after school to get money for a butterfly hunting trip to Central America. He's sure now—he's going to be an entomologist when he grows up.

Newspapers do "make a difference" in people's lives. Helping people understand themselves and each other a little better is one of the functions of good newspapers. It's through such devotion to the interests of all of its readers that the Minneapolis Star and Tribune have earned a unique respect and appreciation from the largest newspaper audience in the Upper Midwest.

**Minneapolis**  
**Star and Tribune**  
 EVENING MORNING & SUNDAY

**620,000 SUNDAY • 485,000 DAILY**

JOHN COWLES, President

SALES MANAGEMENT

## COMMENT

### Don't Damn the Red Tape

"How to Make Out Your Income Tax Return," a series of three TV films, may not be as popular as Jackie Gleason's "honeymooners" but they are more helpful in keeping millions of Americans out of a jam with Uncle Sam.

The four-and-one-half-minute films, developed in cooperation with the Internal Revenue Service, have been offered to the nation's 422 television stations as a public service by Universal C.I.T. Credit Corp., a subsidiary of C.I.T. Financial Corp. They were developed by C.I.T., without cost to taxpayers, to answer some of the questions raised by the major changes in the tax laws voted last year by Congress.

Says Arthur O. Dietz, president, Universal C.I.T. Credit Corp., "As one of the nation's largest consumer and industrial financing institutions, we hope to render a service to the nearly one million families who are our customers, as well as to all other taxpayers. By avoiding errors in filing their income tax returns, taxpayers will not only save themselves future inconvenience, but they will be helping to reduce the cost of government."

Universal C.I.T. Credit is entitled to all the publicity it will get through the films. Publicity is a recognizable part of the reward for creating these public service messages. More important, Universal C.I.T. Credit spotlights areas in which business can cooperate with government to the advantage of both.

### But Where Is the Profit?

New automobiles have been selling at a phenomenal rate this winter. The public has eagerly responded to the sweeping changes in engines and bodies. The extraordinarily heavy promotion back of all cars is responsible for keeping up people's initial interest in the new cars and prompting them to buy now.

General Motor's sales in January set a new record. The Ford Division also broke its January record. Chrysler's sales were 70% above January 1954 and within 2% of its all-time January high. "The joker," points out *Business Week* in its February 12 issue, "was that the final figures showed sales far outrunning profits as price-conscious customer played one dealer against another."

Despite the fact that dealers are able to sell in the winter months all the cars turned out by the factory, and the production rate is on the basis of the astounding eight and one-half million units per year, dealers are unhappy. Many still complain that their profit margins are still about 1% of the sales dollar, and that is too little.

The public is getting cars it likes and wants; manufacturers are selling full production and presumably reaping corresponding profits; the public has a long ugly memory of dealer insouciance since 1945, is not likely to spill a tear over his profit plight.

The same kind of "shake-out" appears to be taking place in the automobile industry that has shown up in the discounting of appli-



as near as your 'phone!

Unexpected guests? Your car "on business", or laid up? Whenever you need an extra car, call your local NATIONAL member (listed in your telephone directory). "Your car" will be ready for you—a clean, late model that you'll drive proudly and economically! Write for a pocket directory and National Courtesy Card, today!

CAR RENTAL OPERATORS: a few choice locations open for NCRS franchise, write:

**NATIONAL  
CAR RENTAL SYSTEM, INC.**  
1209 WASHINGTON AVE., ST. LOUIS 3, MO.



WHEN YOU'RE  
"On-the-  
Road"

LETTERS  
REPORTS  
SURVEYS  
INTERVIEWS  
RECORDS  
INSTRUCTIONS



TAKE A "RECORDER" and a  
CARTER CONVERTER in your CAR

Don't leave your recorder idle when you're "on the road." Thousands of progressive salesmen, executives, adjusters, lecturers, newscasters and others working "in the field" find they can make more calls, cover more ground, work more efficiently with a RECORDER or DICTATING MACHINE in the car.

Operated by a CARTER ROTARY CONVERTER from your car battery, you can easily DOUBLE the usefulness of your recorder if you take it along.

Carter Converters are used in cars, boats, planes, supplying 110 v. AC from storage battery power. Sold by radio parts distributors everywhere. Mail Coupon for full details and nearest distributor. Carter Motor Co., Chicago 47.

Carter Motor Co.  
2652 N. Maplewood Ave.  
Chicago 47, Illinois

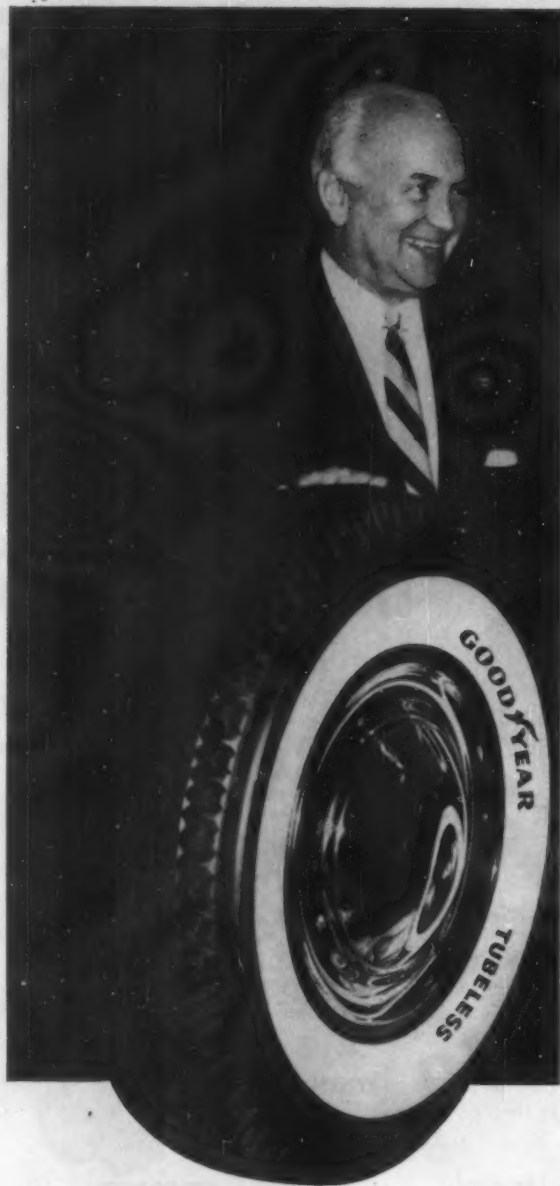
**Carter**

Please send illustrated circular and full information on Carter Converters.

Name

Address

City  State

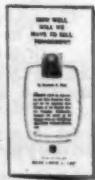


**NATIONAL BUSINESS PUBLICATIONS, INC.** 1001 Fifteenth Street, N. W., Washington 5, D. C. • STerling 3-7535

The national association of publishers of 171 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 4,022,707 . . . audited by either the Audit Bureau of Circulations or Business Publications Audit of Circulation, Inc. . . . serving and promoting the Business Press of America . . . bringing thousands of pages of specialized know-how and advertising to the men who make

decisions in the businesses, industries, sciences and professions . . . pin-pointing the market of your choice.

Write for list of NBP publications and the latest "Here's How" booklet, "How Well Will We Have to Sell Tomorrow?", by Ralston B. Reid, Advertising & Sales Promotion Manager, Apparatus Sales Division, General Electric Company, Schenectady, N. Y.



"We depend on  
Business Publications  
for vital news  
of a dozen industries..."

says **E. J. Thomas, President**

Goodyear Tire & Rubber Company, Inc.

"Alert reporting and expert interpretation of engineering and business news," Mr. Thomas adds, "make a variety of business periodicals 'must' reading for Goodyear executives."

Where editorial pages are "must" reading, advertising pages are studied, too. When the news and the articles of a magazine are essential and helpful to a reader, the facts and figures in the advertising pages impress him deeply.

Business publications provide a direct sales route for any product or service of benefit to business or professional men.

**SALES MANAGEMENT**



ances. The factory suggested retail price, which includes 20% to 25% gross profit to the dealer per car, is meaningless under today's sharp trading conditions. "Some automen," reports *Business Week*, "are discussing the possibility of chopping away all the shadow areas in auto pricing so that retail prices actually can come down without all the present dealer-customer haggling. As it stands now, most factories some time or another give bonuses to dealers. That, in effect, is reducing the wholesale price. 'Why not,' argue some Detroiters, 'just reduce that price?'"

All this adds up, we think, to the fact that the public accepts the belief that there is a lot of "water" in the price of any product it buys. This condition bodes ill to every seller of a product. The economy of this country is built on good products sold at fair prices.

We doubt that automobile dealers are going to get anywhere, either with the public, or with Congress, with this complaint against factory pressure to sell the tremendous output of automobiles. But we can sympathize with Rear Admiral Frederick J. Bell, USN (Ret.), Executive Vice-President, National Automobile Dealers Association, who told his members:

"Of all the silly statements I've heard since becoming a part of the automobile industry, perhaps the silliest goes like this: 'Your factory has made a lot of money for you in past years. You ought to be willing to lose some money for the next year or so.'"

Automobile dealers are being forced, in order to hold their franchises, to become volume merchandisers. Many of them feel that they are selling volume and sacrificing profit. They bitterly complain about the dog race between Ford and Chevrolet to be No. 1 in production and No. 1 in sales. The "race for position" which makes such excellent promotional copy and the basis for exciting news reports leaves individual dealers pretty cold.

Admiral Bell implies that the auto dealers ought to go to the Government to seek relief from oppressive factory practices, if the automobile companies will not change dealer practices. The Admiral confuses his points when he threatens to go to the Government to get help in controlling the so-called malpractices of the manufacturer by pointing out that the dealers successfully persuaded the Government to modify credit rules on automobile sales. Now the Admiral is suggesting that dealers need more Government protection, whereas he's boasting that the dealer has succeeded in persuading the Government to lift restrictions and Government control over automobile financing. All of this will probably add up in the public's mind as selfishness on the part of the dealers.

Admiral Bell is on sound ground, however, when he says, "Regardless of the degrees of selfishness that may mark the operations of the manufacturers or the dealers, regardless of the conflicting views or divergent interests between the elements of production and of distribution in our industry, the final decision as to how our affairs shall be conducted will be decided by the public." Pricing policies are going to be decided by the public, and the automobile industry is no exception. Buyers are going to exercise their ability to drive a hard bargain as long as supply is ahead of demand.

*Business Week* also reports that one of the Big Three is considering abandoning the factory-suggested list. This means that dealers would get the same wholesale price as now, but the public would be kept in the dark. There would be no published price for the prospect to use as the point from which to start his dicker. "On the other side," points out *Business Week*, "dealers would be hobbled because they would have no list price to start discounting from. Their price would be set only by their own cost." We suspect, in the end, that the price of an automobile, like any other commodity, will be set by the cost of doing business plus a reasonable profit. The public will see to that.



## MARRIED 35,000 YEARS!

When 700 Golden Wedding couples are our guests each autumn for dinner, music and hearty celebration, they collectively represent more than 35,000 years of loyal, loving companionship.

The Press always enjoys playing host to these wonderful people who so beautifully represent the sacred importance of marriage. We are as proud of their loyal record as they are. We know that such loyalty is a blessing to both community and humanity.

\* \* \*

Cleveland people also have a great record of loyalty to their favorite newspaper — The Cleveland Press. It is a natural consequence that the favorite among readers is also the favorite of alert advertisers.



# What else gets you retail



## In menswear, for example...

You may not realize it, but LOOK offers you a unique service to accelerate your sales at the retail level all over the country.

Just last week—to cite one instance—1,400 menswear stores were tying in with a LOOK Valentine's Day promotion, making *extra sales* from coast to coast for such alert LOOK advertisers as Van Heusen, Arrow, Sport Chief and Samsonite.

No other magazine offers a merchandising program that can be compared to LOOK's. Briefly, here's how it works and how you can take full advantage of it:

At the editorial level, LOOK has the top stylist in the menswear field—Perkins H. Bailey. And LOOK devotes more than *twice* as much editorial lineage to menswear as do Life, Post and Collier's combined.

Several times a year, LOOK sponsors store-wide promotions based on its editorial features. These promotions work like a charm. Sales of featured items—*on the average*—shoot up nearly 30%. And thousands of stores, including such successful merchandisers as Juster Brothers, J. L. Hudson, and Hanny's cooperate fully with aisle, shelf and counter displays, and with special window trims.

As a LOOK advertiser, you're tipped off ahead of time as to just what stores will tie in. You can arrange to

SALES MANAGEMENT

# response like LOOK?



Photograph by MILTON H. GREENE

have your brand name printed on the interior and window displays going up all over the country. And you can get newspaper plugs for your brand in advertisements run by the retailers themselves in local newspapers.

In a word, LOOK believes that extra sales—for you—provide the true measure of retail response. And that goes for food, drug and all the other major fields as well as for menswear.

For complete details on how you can make the most of LOOK's retail program, check with your LOOK representative, or write to Dick Harmel, Merchandising Manager, LOOK Magazine, 488 Madison Ave., New York, N.Y.

MARCH 1, 1955



## Retail Response for Drug Advertisers

For the surest way to special point-of-sale display, ride in on the tremendous acceptance of LOOK. Ninety to 130 chains tie in with each promotion... 75% of them "repeaters."



## Retail Response for Food Advertisers

In just one promotion, one national advertiser received ad mentions in newspapers with a total circulation of 2,500,000. Another, in two promotions, received mentions in newspapers with over 8,500,000 circulation. A third, in three promotions, got mentions in newspapers with over 13,000,000 circulation.



## Retail Response for Fashion Advertisers

For firms that sell through department stores and specialty shops, LOOK gets active retail cooperation. Witness the current "Print Bride" promotion. Already 70 top department stores have scheduled complete tie-ins. Let us show you what happened at Wanamaker's, Philadelphia, first store to tie in.



## Retail Response for Liquor Advertisers

LOOK gets action where it counts—in the package store. Last Christmas, liquor retailers paid for and mailed to consumers 152,000 folders featuring LOOK-advertised brands. Next promotions: Spring Time Is Party Time and Hot-Weather Summer Drinking.



## Retail Response for Automotive Advertising

City-wide safety checks, co-sponsored by LOOK last year, saw 672,583 vehicles inspected. We expect one- to three-million checks this May in 300 cities. With 25% of all cars checked needing replacement parts, your tie-in can help you move merchandise... fast.



## Retail Response for Appliance Advertisers

LOOK's "Make It A Great Day For Mother" campaign will lure Mother's Day gift dollars into appliances. Several thousand dealers are expected to use LOOK's 22-piece promotion kit at point-of-sale, plus LOOK ad ideas. Let us give you the whole story.

# LOOK

**moves merchandise...FAST**



MR. ROBERT C. CONDER  
GENERAL MANAGER  
APEX BUILDING SUPPLIES, INC.  
DENVER, COLO.



## "HERE'S HOW I SELL BUILDING SUPPLIES IN DENVER..."



"ORDERS ARE STILL COMING IN, months after this full-page color ad appeared in the Denver Post Empire Magazine," says Mr. Conder. Proof again, where there's a Locally-Edited Gravure Magazine, there's a made-to-order medium for completely selling a major market... where selling counts!

### ...through MAGAZINE ADS like this in the LOCALLY-EDITED DENVER POST MAGAZINE"

You can make a slight flurry—or a *smash hit* in Denver (as in Atlanta, Newark, Toledo, etc.). It all depends on *what kind* of magazine advertising you buy. Leading merchants like Apex Building Supplies in Denver build volume sales with magazine advertising at the *local level*. Says Mr. Robert C. Conder, General Manager of Apex: "Our phone started ringing at 7:30 Monday morning, the day after our first four-color page ad appeared in the Locally-Edited Denver Post Empire Magazine. And throughout that week, an impressive volume of orders were directly traceable to our advertising. Yes, indeed! We're thoroughly sold on color advertising in a Locally-Edited Gravure Magazine like the Denver Post Empire Magazine. It's a source of solid business for us."

Your ads in the Locally-Edited Denver Post Empire Magazine are read and shopped from by 8 out of 10 Denver families, while the leading national magazine reaches only 1 out of 10 Denver homes!

- Locally-Edited for highest readership
- Newspaper circulation impact
- Gravure magazine reproduction
- Maximum savings on positives
- Complete flexibility



## LOCALLY-EDITED GRAVURE MAGAZINES

For more information about these 12 weekly newspaper gravure magazines, contact one of the following representatives: The Brannan Company, Cresser & Woodward, Inc., Jann & Kelley, Inc., Kelly-Smith Co., Moloney, Hogan & Schmitt, Inc., O'Mara & Ormsbee, Inc., Scolaro, Meeker & Scott, Inc., Story, Brooks & Finley, Inc.

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INDIANAPOLIS STAR • LOUISVILLE COURIER-JOURNAL • NEWARK NEWS  
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TOTAL CIRCULATION OVER 3,189,000 COPIES WEEKLY

## Good Reason To Be Scared

Chairman Martin of the Federal Reserve System told the editors of *U. S. News & World Report* last month, "Some people seem to be scared to death of prosperity. They work like slaves to get it, and when they get it, they're scared to death of it because they say there may be hazards in the future."

Such Casper Milquetoasts should find plenty of reasons to be scared now, for seldom have there been so many evidences of prosperity. For example:

1. The most accurate forecast of industrial activity has always been the trend of incoming orders. On a weekly basis, new orders are at a level 30% higher than a year ago, and in the past four months the gain has been twice as much as in the preceding eight months.

2. Machine tool new orders have rebounded to the highest level in 16 months.

3. In January, outlays for new construction topped a \$40-billion annual rate for the first time in history. Construction contract awards, according to *Engineering News-Record*, for the first five weeks of 1955 topped the comparable 1954 period by 64%.

4. Paperboard is a very sensitive index of activity.

For the past three weeks backlogs have topped year-ago results. This is the first time this has happened since September 1953.

5. Department store sales in January topped year-ago by 9%. It's the first time since the February 1951 buying scare that department store sales exceeded year-ago by such a wide margin.

6. Freight car loadings for the fourth straight week continued above the same period last year.

7. Electricity output has set new highs in seven out of the past 10 weeks.

8. Steel output is increasing every week and is edging toward virtual capacity, with levels at the highest point since the fall of 1953.

9. If you read the business sections of the newspapers, you will be amazed at the frequency of dividend increases—an average of more than a half dozen every day.

But all is not beer and skittles. In January, for the 21st successive month, business failures were greater than in the year-ago month. They reflect the continued intensity of competition.

## WILL IT ALWAYS BE LIKE THIS?

Stock market prices imply a strong feeling of confidence. But does the scramble for new and old securities indicate confidence in the near term or the long term? Probably it's a combination of the two, but we're inclined to think that of greatest significance is the belief by investors that there lies ahead for the United States and her dynamic industries an astounding decade of expansion. SM isn't a stock market tip sheet, but marketing executives, like investors, should be planning for the long term as well as the short term. What seems to be ahead?

According to the economic report prepared last fall by the Joint Congressional Committee, here are a few projections of what the United States will look like in 1965:

Population will equal 190 million.

Unemployment will be 3 million out of a total civilian labor force of 76 million.

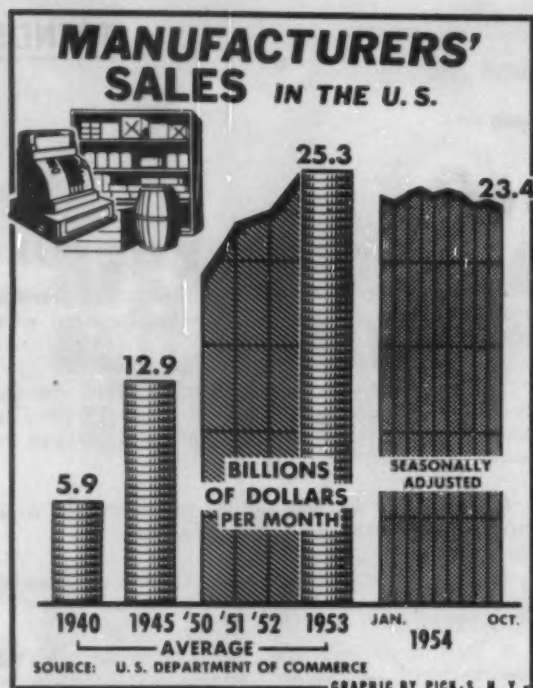
Hours of work, both agricultural and non-agricultural, will come down about 10%, and possibly as much as to a four-day week for most factory and office employees.

Output per man will increase 40% in agriculture and 33% in non-agriculture.

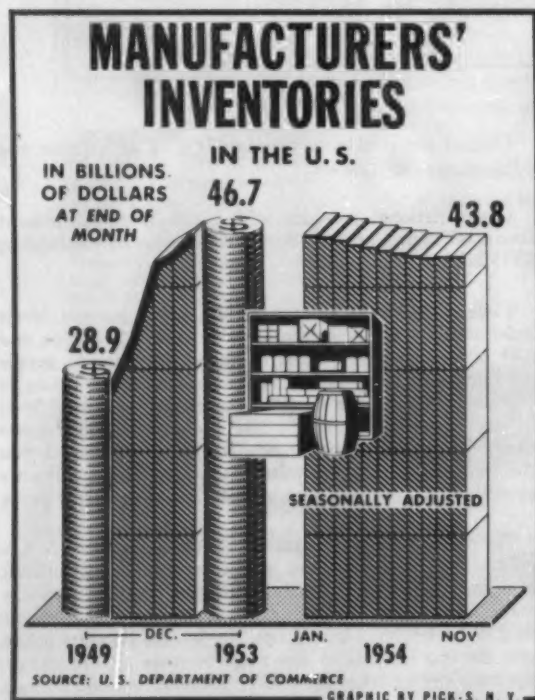
Gross national product will climb from its present levels of approximately \$365 billion to an astounding \$535 billion.

Defense is likely to stay at about the present levels indefinitely—that is, in the area between \$30 billion and \$40 billion annually. This is important, because people who figure business prospects years ahead always turn to defense to supply one of the answers to the general level of business in the future . . . High defense spending means that taxes aren't going to be greatly reduced—and that the economy will have defense as a sustaining influence or cushion against any serious slide in the next few years.

As the Wall Street firm of Ralph E. Samuel & Co. points out in a study of the Congressional Economic Report, "In the all-important category of consumer demand, disposable personal income is estimated to rise from its 250 billion level in 1953 to 380 billion 10 years hence, and the implications of this huge increase almost stagger the imagination when viewed in terms of consumer goods, hard and soft."



These charts show substantially the 1954 picture of manufacturer sales and inventories. Although there was an upturn in the later months, 1955 starts out with increased backlogs of orders, and serious inventory problems in many lines. See previous page for detailed analysis.



Assuming that these projections turn out to be approximately correct, do they mean that all of us can ride the gravy train of increasing population and demand?

Certainly not. Competition will be tougher than we have ever known it to be. The big will grow bigger, through normal growth, acquisitions and mergers. The smaller boys will be hard put to match their brains against the brawn of the Goliaths, but many will succeed. But we wouldn't give much of a chance to those who have no plan, who don't know where they are going and who are content to just march along in a procession. The pace will be too swift. They will soon be out of step.

## THE TREND TOWARD SPECIALIZATION

More and more, the big companies are becoming a group of individual businesses under a single corporate roof. General Electric took giant strides along that line several years ago. Its decentralization policy was carried a step further this year when the entire field sales force of the Small Appliance Division was realigned so that each district manager would be responsible for only a single product department line. So, not only does the Small Appliance Division operate its own kingdom, apart from other G-E divisions, but within Small Appliances there are in effect four separate businesses—electric housewares, automatic blankets and fans, vacuum cleaners, clocks and timers.

Department stores, according to a prediction by Grey Advertising Agency, will in the future become less and less headquarters for everything from shoelaces to spatulas, and will become more and more a kind of "holding company" for a series of uppergrade specialty shops under one roof. The retail giants, according to this source, have found that to be everybody's store for everything is mighty unprofitable business. Grey sees this trend in other retail fields: Super markets will concentrate more and more on food; drug chains will concentrate more and more on prescriptions and related pharmaceuticals; variety stores will turn away from fringe lines.

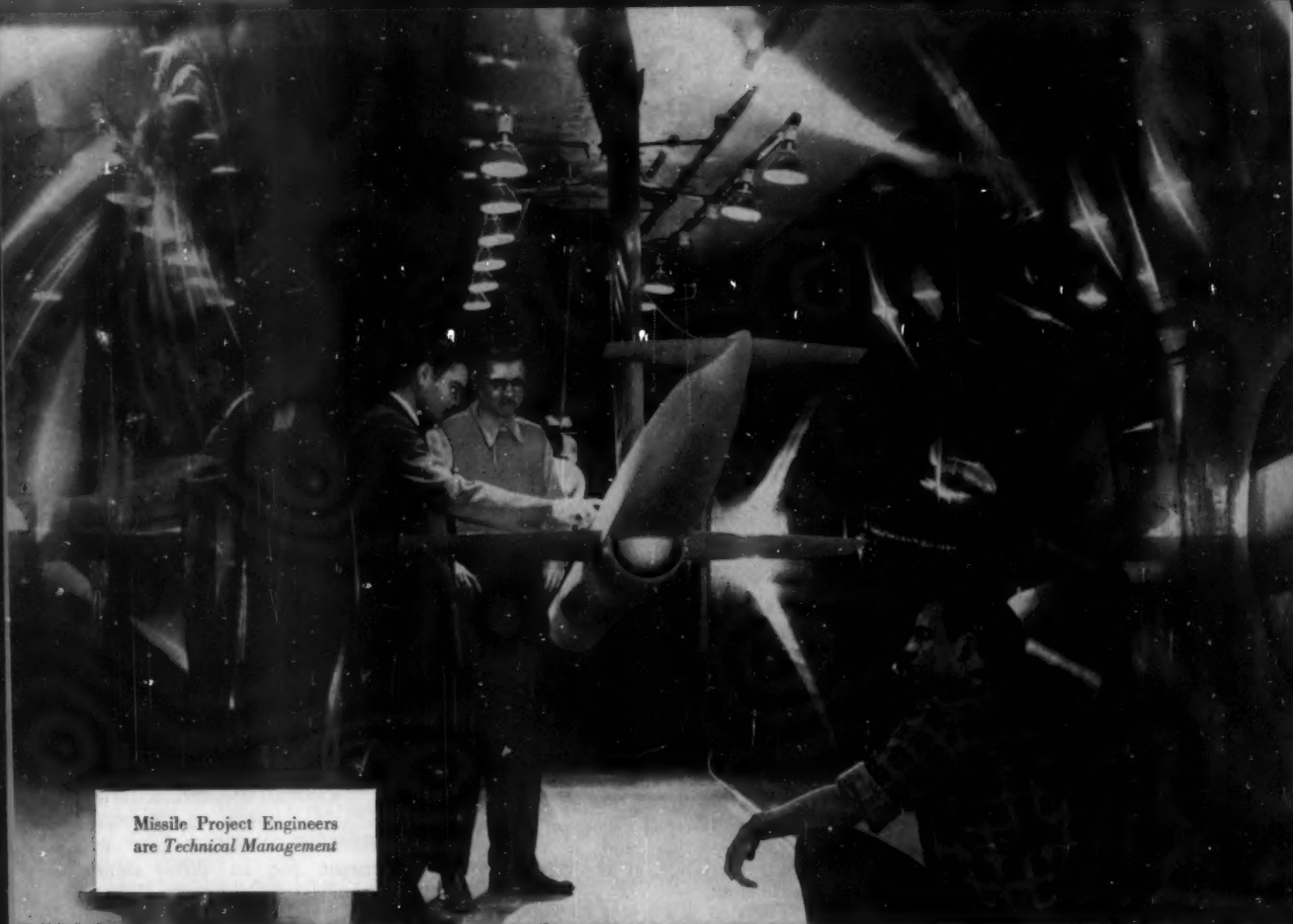
The selective selling principle is being demonstrated by more and more manufacturers. The Ideal Toy Corp. announced the other day that it will drop as many as 80% of its present 2,200 wholesalers and "selected distributors will be chosen in major cities who are able to deliver the entire potential of their city . . . And we also intend to stop wholesalers who have been offering retailers special discriminatory discounts on Ideal toys as a wedge for getting orders on other merchandise." The company is planning the largest advertising campaign in its history.

Norman M. Morris, president, Omega Watches, has finished his three-year plan of weeding out dealers who demonstrated little sales ability and/or cut Omega's Fair Trade prices. The result has been the formation of a smaller but more aggressive group of Omega dealers. At first national sales volume fell off, but in less than six months, helped by more vigorous advertising, sales began to climb, and 1954 volume was the greatest in the company's history.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





Missile Project Engineers  
are *Technical Management*

***In Selling the Aviation Market...***

***Technical Management Men  
are your most important prospects***

These are the vice presidents of engineering and development, project engineers, designers, research scientists, aerodynamicists, chief engineers, purchasing agents, managers of production and maintenance, and other technical executives—even presidents—who are primarily responsible for the specification and selection of equipment and services throughout aviation.

***Technical Management Men use Aviation Age...*** to learn of new products and equipment, for reports on equipment applications and product performance, and for details of technical developments.

***More Technical Management Men read Aviation Age*** than any other aviation magazine... because it is the only magazine designed specifically for their information needs.



***The*** MAGAZINE OF AVIATION'S TECHNICAL MANAGEMENT

***Write for your free copy  
of "Technically Speaking"—an  
analysis of the information needs  
of the aviation industry.***

**Aviation Age** DATA  
NBP A CONOVER-MAST PUBLICATION  
205 East 42nd Street, New York 17, N. Y.

# "There Aren't Enough Aggressive, Adequately Financed Distributors"

So says Avco that merged Crosley and Bendix, cut distributors from 160 to 80, and hopes to capture 20% of the appliance, radio-TV market. Avco predicts: more consolidations, silent partner deals, or "gentlemen's agreements."

For nearly two years appliance industry moguls have kept their eyes focused on Crosley and Bendix Home Appliances Divisions, which Avco Manufacturing Corp., Cincinnati, consolidated in a sudden, bold move in July 1953.

They're seeing the emergence of a powerful competitor, streamlined and toughened for the intensified battle for distribution—and consumer dollars. Avco officials believe this consolidation move, which already has strengthened the company's over-all consumer goods production and distribution setups, must inevitably be followed by competitors.

## New Complete Lines

"There aren't enough aggressive, adequately financed distributors available," declares James D. Shouse, Avco director, senior vice-president and executive committee member. "To do the job effectively in this competitive market, distributors must have complete appliance lines available. Obviously, if these lines are all produced by one manufacturer, the distributors and the manufacturer will both reap greater benefits than when distributors attempt to satisfy the demands of competing manufacturers."

"In order to tie up the best distributors securely, there are certain to be changes like ours elsewhere in the home appliance industry—either outright consolidations, silent partner deals or 'gentlemen's agreements.'"

"We've got the jump, because we've already made our consolidation move—and proved its effectiveness."

If Avco hits its 1955 jack pot, it will represent the biggest bite of the home appliance pie the firm has ever enjoyed. The goal: 20% of the market.

Crosley and Bendix appliances long have been among the top sellers, but sales had slipped considerably in

some lines during the 1950-53 period. Many in the industry were gleefully anticipating the decline of Avco into the "also ran" classification.

But Avco top brass, gathering in Manhattan's Graybar Building early in 1953, were of no mind to be thus relegated. Instead, they astutely determined that *distribution at the wholesale level* was the ace card in the competitive sales battle ahead. They were not long in reaching a decision to reverse the earlier program of divisional expansion for one of consolidation and a resultant stronger position at the competitive battle front.

The goal was a single tightly knit setup, with consolidated production and sales facilities: heavier concentration of effort in fewer distributor and more retail outlets to develop greater over-all volume.

## Washer-Dryer Exclusive

At that time, Bendix was beginning to market its first line of electric refrigerators, ranges and freezers, all manufactured by Crosley. Paving the way for Bendix kitchen appliances in dealer showrooms was the new Bendix all-in-one washer-dryer, along with the balance of the Bendix laundry line, rated high in the industry, and profitable sales-wise. The combination washer-dryer is still an exclusive with Bendix after two years, although another manufacturer has announced plans to market one this year.

While Bendix was trying to edge into the kitchen appliances market, Crosley was launching the industry's most complete appliance line by adding automatic washers and dryers to its refrigerators, ranges, freezers, heaters, air conditioners, kitchen cabinets and dishwashers, and its better known radio and television sets. Under a two-way arrangement, Bendix was manufacturing the Cros-

ley line of washers and dryers.

The move to reverse the internal competitive setup started quietly. Shouse took over at Crosley, and H. J. Dowd, Avco vice-president who had been chairman of the board of Bendix Home Appliances, Inc., South Bend, Ind., moved in there. Their work was to organize the consolidation tacitly, behind a "business as usual" curtain of almost military secrecy.

So hush-hush was the plan that fewer than 25 men at both Crosley and Bendix knew of it in advance. This group not only perfected the immediate consolidation plans, but also developed long-range programs for the organizational evolution still going on.

## New Organization Plan

Crosley had grown rapidly. The organizational structure was too cumbersome for its three almost equally important businesses: defense contracts; Sheldahl refrigerators and other white goods; Crosley radio and television. Within a few weeks, a complete new plan of organization was evolved by Shouse at the Cincinnati headquarters.

On July 15, 1953, after weeks of top-secret planning, Avco announced the twofold consolidation of Bendix Home Appliances and Crosley Divisions—internally with respect to management and manufacturing, externally with respect to distribution and retail sales.

Avco officials figured it would require at least 90 days to make the switch from two groups, each with about 80 competitive distributors, to a single unit of 80 distributors handling both lines. Quickly organized field teams of Crosley and Bendix sales personnel, theretofore bitter competitors, did the job in just 45 days, keeping in close contact with Cincinnati for top decisions.

The selected distributors, working with equal speed, pruned their dealer organizations of deadwood and, at the same time, opened up hundreds of new retail outlets.

Currently the Crosley-Bendix dealer organization is built around a tough core of 5,000 dealers who are volume accounts, responsible for the company's growing strength and im-



PARKER H. ERICKSEN



JAMES D. SHOUSE

portance. Another 10,000 dealers are franchised on most of the products, but don't deliver the volume of the "elite" group.

How has this worked out? Crosley-Bendix distributors as a group in 1954 had their best profit year since Korea, and were in the top four of appliance distributors, according to latest industry figures. In the face of declining wholesale profits in the industry, this group showed a rising profit picture.

Formerly Crosley had five factory branches; Bendix had two. Today there are none. Privately financed, independent distributors hold all the franchises. Crosley-Bendix management believes that a man with his own risk capital in a business works harder than a branch manager who can't even approve his own expense account.

During the last year distributorships have been changed and thus strengthened in several markets. A year ago Crosley-Bendix had to fight to hold top distributors. Today there's a waiting list for the franchise in many major markets.

This rosier picture in the field reflects the optimism in Cincinnati. There, Shouse moved Parker H. Ericksen into the number two spot of executive vice-president; he had been Bendix director of sales, and became an Avco vice-president at the time of the consolidation of the two firms in 1950.

It was at Ericksen's summer cot-

tage on Diamond Lake, Mich., on evenings and week ends, that the blueprint for the 1953 consolidation of the Crosley and Bendix Divisions of Avco was written—by Ericksen and three others.

Ericksen also doubles as general manager of two branches of the consumer goods business: appliances and laundry equipment. Clarence G. Felix, a Crosley vice-president, heads the government products operation.

### Promotional Surprises

Soon after the Crosley-Bendix consolidation, the new Avco division began springing promotional surprises on competitors.

In September 1953, at the first consolidated distributor convention in Cincinnati, Bendix launched its 1954 laundry line, paced by the Dialamatic washer priced at \$169.95. This model, because it washes and rinses besides draining and vacuum drying automatically, hit 40% of the washer-ringer market right between the eyes. Retail promotion of the Dialamatic began in early November 1953.

As the new dealer lineup was being completed, distributors began simultaneous presentations of the new 1954 Crosley radio and television sets and Bendix laundry lines. These retailer sessions served two important purposes: (1) enabled distributors and dealers to become better acquainted with each other; (2) provided oppor-

tunities to develop retailer enthusiasm for the new merchandise.

Buying appeal created by the pricing of the Dialamatic (the previous model had been \$30 higher) is shown in what happened when retail advertisements with the \$169.95 price broke. Dealers selling competitive washers at higher prices stopped advertising prices. Example: In the fast-moving New York City market, a competitor's advertisement for a conventional washer with a \$10 higher price tag appeared in the first edition of one of the city's newspapers, which also carried a Dialamatic announcement advertisement. For the second edition, the competitor pulled the price from his advertisement.

Speed with which Ericksen got approval for that \$169.95 price illustrates the efficiency of the new setup. Accustomed to a gantlet of meetings, chart and statistical presentations, and telephone conferences, Ericksen prepared data for the project. These data showed that since much of the tooling cost on the new model had been absorbed by similar previous models, the lower price was justifiable in view of anticipated sales increases. Ericksen cornered Shouse for the opening round. Shouse listened, commented, "It sounds good to me."

"What do I have to do to get management approval?" Ericksen asked.

"You've got it," said Shouse.

(continued on page 80)



### "A Nice Kid but He'll Never Make a Salesman"

... the guy who uttered those misguided words about D. W. Brabeck is probably still hiding. Brabeck recently became general sales manager—a new job—of Brown & Bigelow, St. Paul, which puts him in charge of the company's 1,300-man sales staff that last year produced \$50 million in sales! Brabeck began his sales career when he was 17, won selling honors during the depression years. His first full-time job was selling classified advertising for a St. Paul newspaper. (It was here that his supervisor made a bloopster about Brabeck's sales future.) In 1929 he joined B & B. Within five years he was named a member of the company's honorary President's Club of top salesmen. Soon after that he became district sales manager for Cleveland. In '43 he moved up to gsm in St. Paul. His appointment to the over-all general sales managership was announced by president Charles A. Ward, who had himself held the top sales spot for many years. Until his new appointment, Brabeck was v-p of the company's Northern Division, with headquarters in Chicago. Now he's going home again.



### For Want of a Light Nut The Airplane Weighs Too Much

... and because the Kaynar Co., Los Angeles, has perfected an all-metal elliptic nut with a self-locking fastener, which weighs a fifth of a regulation nut and takes up half the space, Edgar F. Nason has left Elastic Stop Nut Corporation of America, Union, N. J., to join Kaynar as general sales manager. He's been Elastic's gsm since '48. Engineers will tell you that when you add even a slight weight to a plane you must add a fraction of wingspace to compensate. Then the engine must be enlarged to take care of the weight and the wingspan. "Kaynar's new nut," says Nason, "effects a vital saving of weight ... its tiny size is an added advantage." He thinks it is the answer to the guided missile industry's complex fastener problems. Consequently he's gambling his sales future on it. Nason, though still in his early 40's, has been in the industry over 20 years. He once was Pratt and Whitney's chief production contact engineer, went to Elastic Stop Nut as top engineer on product development. He's active in National Sales Executives Inc.



## THEY'RE IN THE NEWS

BY HARRY WOODWARD



GUY GILLETTE

### Cavities Nearly Intervened

A gentleman with the Saroyanesque name of Melvin Aloysius Reilly has been promoted to v-p in charge of marketing—a new post—with that eminent firm of tea packers, Thomas J. Lipton, Inc., Hoboken, N. J. But for a stockbroker who thought “Bob” Reilly would make a better salesman than dentist, Lipton—which sells soups and ice cream mixes, too—might never have known its star product mover. For Bob, a Tacoma product, had planned to spend his life saying “open wider.” Instead it’s been “sign here.” The stockbroker took him on as a neophyte salesman and for seven years young Bob sold investments. On a trip to San Francisco he met Lipton’s western manager, got sold on selling tea; within three years he was district manager with six states as his bailiwick. In ’35 he was sent to San Francisco as sales manager for the Western District. He’s never regretted swapping bicuspid for tea. Since ’51 he’s been v-p of sales. But with Lipton’s expansion he’ll now have direct supervision over advertising as well. Off-hours he likes to make furniture in his basement. . . . His boy is following in Pa’s footsteps. He’s division manager for Boyle-Midway, Inc., in Norfolk, Va.



OFFICE OF  
**Armstrong, Bro. & Co.**  
 MANUFACTURERS  
 AND WHOLESALE DEALERS IN  
**MACHINE-CUT CORKS**

POPLAR BUNGS, PLUGS, TAPS,  
*Irish Moss, Rosin, Pitch, Faucets, &c.*

No. 44 & 46 First Avenue and 51 & 52 Water Street,

*Pittsburgh, Pa. Dec 28 1870*

## Face Lifting the Armstrong Trademark

For the first time in 67 years the company's traditional Circle-A trademark is being revised to make it consistent with the growth of the company and the more than 350 different products added to line throughout the years.

"Since 1888," Armstrong Cork Company management explains, "our company has had two means of identifying itself to the public. The first was the Circle-A and the second was a special style of lettering for the name 'Armstrong's'."

"The Circle-A was a good visual symbol but it could not be pronounced easily. We did not get word-of-mouth identification. It sounded more like the name of a ranch than that of a manufacturer of quality products. The lettering style used for 'Armstrong's' had become less and less distinctive in comparison to other trademarks the public sees every day.

"What we needed was one trademark that could identify everything we make, without confusion, easy to pronounce and remember. But we realized that, in designing such a trademark, we could not afford to completely throw away the acceptance and investment we had built

up for Circle-A and 'Armstrong's'. Our new trademark takes advantage of both and should serve well as a uniform signature everywhere we identify our company."

The new trade mark appears as "Armstrong" with a fine circle around the "A". It made its bow in October 1954 on promotional booklets. Later, January 22, 1955, it appeared in a flooring advertisement in *The Saturday Evening Post*.

Since most Armstrong products are not now made from cork, as they were when the company was founded in 1860, the words "Cork Company" are being de-emphasized. They appear on the trademark only when it is used as a signature—and then in very small type. Armstrong now makes more than 350 products. Those added to the line since the founding date include: flooring, insulation, acoustical materials, fiberboard and other building products, glass and closures, and industrial products.

# Armstrong

EARLIEST RECORD (top) of an Armstrong trademark. When founded in 1860 the company was known only for corks and the cork tree was the symbol of the business.

"THE NEW TRADEMARK (above) will do a better selling job," says Armstrong management. "It is a uniform signature to identify the many products we now make."





ORIGINAL CIRCLE-A, first used in 1888 on corks for prescription bottles.



1933 REVISION added "Armstrong Cork" to identify the company name.



IN 1938 it was changed to accentuate Circle-A with company-name circle.



CARTONS and other packages are now being redesigned, sometimes imprinted as shown here or with applied labels.

Recently Deltex Rug Co. (fiber and wool-texture rugs) was acquired as a subsidiary.

The company believes that the acceptance of the name "Armstrong" built up over the years is an important asset in all these fields, and that the new trademark will help to capitalize more fully on that acceptance. It is particularly helpful, management points out, in introducing new products and in entering new businesses.

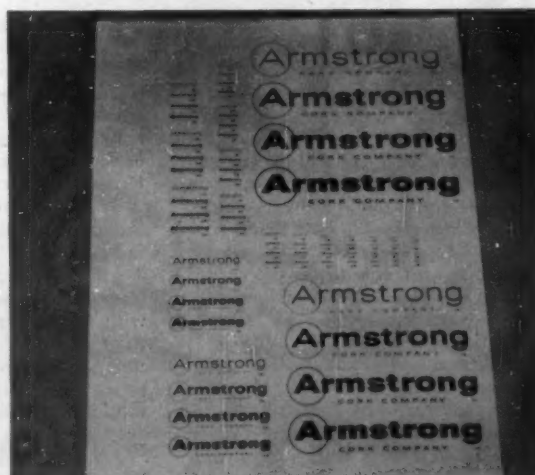
It is expected that the trademark project will take two years to complete. Other than published forms of the new mark, such as advertisements, top priority has been given to product trademarking—directly on products in the line. Precedence then follows in this order: labels applied to products; items seen most by customers—cartons, etc.; office forms, price lists, special stationery for use by the company's wholesale distributors, dealers and contractors; forms, checks, publication headings, etc., used by district offices, plants and home office; water towers, trucks, outdoor posters, signs and other displays.

Cost of the trademark project when completed is estimated to run into thousands of dollars. One of the most difficult phases is the change of dies for plant trademarking equipment to imprint the new trademark on products. Since this is potentially one of the most expensive phases, this change is being made as old dies wear out.

The End



BEFORE the new trademark was designed, a variety of type faces and lettering had an over-all confusing effect.



"TODAY," says Armstrong management, "we have a distinctive trademark, easy to pronounce and remember."



Spooing sleep, these advertisements make folks hasten as . . .

If you have a penchant for firsts, the five artful advertisements reproduced on these pages might well become a part of your collection. Perhaps it is the first time advertising has created merchandise and sold it—in that order. Sponsor is F. Jacobson & Sons, Inc., New York City, manufacturers of nationally advertised "Jayson" dress shirts, woven and knit sport shirts and, happily, pajamas.

When a pajama manufacturer cuts, sews and sells 15,000 yards of a particular pattern, it becomes, according to the trade, a "successful number" in the line. When the figure climbs to 400,000 yards, it's industry news. Jayson has now hit that mark with four pajama patterns. The success, Jayson figures, is a matter of concern to all who labor in the fields of selling, advertising, fashion and psychoanalytical research.

Come a little closer: Slightly more than two years ago, readers of *Esquire*, *Life*, *Look* and *The Saturday Evening Post* were confronted with a maiden's face, pretty enough, but not too substantial, having but one eye and brow, one mouth and nothing

else. Improbable as she was, she advertised the company's shirts, sportswear and pajamas, keeping her good eye on "the man who wears Jayson."

The full-page color advertisement (above) touched off:

1. Condemnation by some advertising observers, accolades from others.
2. An enthusiastic reception by Jayson's salesmen and the 4,000 retailers who distribute Jayson merchandise throughout the country. Dealer requests for window display materials and newspaper mats tying in with the advertisement were 48% higher than ever before.

3. A suggestion that the eye and lip design be adapted to a novelty pajama fabric.

Jayson accepted the suggestion, made up 300 dozen pairs of pajamas with the eye-lip design. Progressive color proofs of the actual engravings used for the advertising art were used as a guide to reproduce the design on fabric.

**Art a-bed:** Within three weeks, salesmen had heavily oversold the initial cutting. By February, this year, seven cuttings had been made, sold

and delivered, with yardage running close to a half-million. From the beginning, only a few buyers had been skeptical of the eye-lip pajama. One large men's wear store in New York City at first refused to have anything to do with the pajamas, eyes and lips or no eyes and lips. Our customers, said the buyer, would not be interested in "that type" of merchandise. But by mid-February, this year, the store had exhausted its supply nine times and had maintained an eye-lip window display for several weeks.

Altogether, response of merchandise managers, buyers and store presidents throughout the country was so spontaneous that Jayson, later searching for Valentine's day and Father's day promotional themes, adapted a series of national advertisements to fabric: The advertisement featuring a redheaded young lady embracing the outline of a man became the basis for a Valentine promotion; the "legs" advertisement was picked for Father's day.

Next in line for conversion to fabric is the "mask" ad which appeared on newsstands in December 1954.

According to the Jayson advertis-

"I'll string along with the man  
who wears **Jayson**"

SHIRTS, SPORTWEAR, PAJAMAS  
(Because they fit so perfectly!)

©1955, L.L.B. Inc., New York 16, N.Y. All rights reserved. © Jayson, Jayson and Jayson are trademarks.

"I go overboard for the man  
who wears cool, cool **Jayson**"

SHIRTS, SPORTWEAR, PAJAMAS  
(Because they fit so perfectly!)

©1955, L.L.B. Inc., New York 16, N.Y. All rights reserved. © Jayson, Jayson and Jayson are trademarks.

## ... Jayson Jolts the PJ Market

reserved for the man  
who wears **Jayson**

SHIRTS, SPORTWEAR, PAJAMAS  
(Because they fit so perfectly!)

©1955, L.L.B. Inc., New York 16, N.Y. All rights reserved. © Jayson, Jayson and Jayson are trademarks.

"I've no secrets from the man who wears **Jayson**"

SHIRTS, SPORTWEAR, PAJAMAS  
(Because they fit so perfectly!)

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*...for 47 years...*

## CINCINNATI'S STRONGEST SELLING FORCE

Official Media Records reports for the year 1954 show the Times-Star chalked up its 47th year of leadership in daily Retail, General, Automotive, Department Store and Total Display advertising.

For maximum sales results in the rich, important Cincinnati market, you need the Cincinnati Times-Star . . . Strongest selling force and largest evening paper in Ohio's second largest market!



CINCINNATI TIMES-STAR

Gen. Adv. Rep.: O'Mara & Ormsbee, New York, Chicago, Detroit, San Francisco, Los Angeles

ing agency, Alfred J. Silberstein—Bert Goldsmith, Inc., New York City, the new designs have "a wonderful psychological effect on retailers who recognize traffic-stop appeal when they see it. People stop to talk and look. Even if they don't like them, they talk about them."

Of "tremendous sell value," says the agency, are the names the new sets carry: Good Night Kiss; Sweet Dreams; Big Splash. Soon to come: Secret Love. **The End**

## Norge's Profit-Sharing

A plan which pays dealers an additional 2% on the cost of each Norge appliance bought from an authorized distributor between January 1 and June 30 has had an amazing initial reaction.

President Judson S. Sayre of this Borg-Warner subsidiary reports January volume in excess of \$15 million—which is quadruple the sales of the same 1954 month.

The 2% profit is above and beyond the regular margin, Sayre explained. "It applies to all appliances—from ranges and refrigerators through washers and dryers to freezers and water heaters—regardless of quantity or model. The amount of the profit-sharing check is entirely up to the dealer."

Sayre called the profit-sharing plan a bold \$2,000,000 move to increase the net profit of Norge appliance dealers. He emphasized that the dealer discounts would not be shortened. "As a matter of fact," he stated flatly, "in some cases dealer discounts will be greater."

"Average net profits for appliance dealers have been dropping these past few years. Dealers have been working harder than ever before but yet have not seen their profits increase proportionately," he pointed out.

"Costs for sales and services have skyrocketed. So have expenses for advertising, trade-ins, warehousing and delivery. Now, for the first time, something is being done to help the dealer profit picture. Norge's plan is a plan for action, one that will mean action in the cash register. And we are investing millions to do it."

"We expect to create one of the biggest paydays in the history of the industry," Sayre stated. "We will miss our guess if this payday does not have an impressive effect on the economy, too."

SALES MANAGEMENT



Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said "Heck, I haven't even got time to farm as well as I know how to now!"

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help reduce the guesswork that sometimes impairs results. Like this:

1. We find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your potential customers. We find out *why* your customers and prospects feel as they do.

2. Then, and only then, we determine the best advertising approaches and appeals best calculated to improve the viewpoints and reduce the confusions that obstruct low-cost selling.

This agency is equipped to work with any sales executive who wants to make sure his advertising theme is right, but doesn't have time to do it himself! If you'd like to see how "Ditch-Digging" Advertising procedures have done this for other sales executives, just let us know where and when.

### **The Schuyler Hopper Co.**

12 East 41st St., New York 17, N. Y. • LExington 2-3135



"EXPERIENCED IN THE REDUCTION OF  
GUESSWORK IN ADVERTISING & SELLING"



It's the kids who love it. And mamma buys.

## Soda Straw with an Elbow

Designed originally for the hospital market, Flex-Straws are heading for national distribution as consumer items.

You may not think there is much scope for promotion in the disposable drinking tube ("soda straw" in the vernacular). Or that it offers much opportunity for improved product design.

But Flex-Straw Co., Santa Monica, Cal., several months ago began telling the public in a test market about a flexible straw—a straw with an elbow: "It bends . . . to any angle! . . . Use in *hot* liquids too. . . . The only paper straw of its kind in the

world!" Quickly sales shot up from nothing to 150,000 consumer boxes a month.

Flex-Straws were originally designed for the sick-room. Because of a corrugated section the paper straw can be bent to any angle without stopping the flow of liquid. Hospitals were pleased customers—no other disposable drinking tube accommodated those who must sip liquids lying down.

A seven-year program of intensive

promotion was carried on in the hospital field under the direction of Miss Betty Friedman, general manager of Flex-Straw. In its wake came thousands of inquiries from all over the country: Where could these straws be purchased for home use? The consumer box was put on the market but no effort made to promote it. That situation was reversed with launching of the first consumer campaign last March in Southern California, particularly the Los Angeles marketing area. Flex-Straw decided to use television: The most popular children's programs were contracted for in sufficient time to permit merchandising of the upcoming advertising campaign.

### Sold in Food Markets

Food markets were chosen as the chief retail outlets; drug, variety and syndicate stores, as secondary outlets. Merchandising to grocery outlets was accomplished through the grocery trade press plus weekly direct mail pieces which told merchants about advertising that was planned and already in operation—for example, in the Los Angeles newspapers. Reprints of local publicity releases were included. No trade journal approach was used for drug and variety stores but all were included in the mailings. Brokers were alerted, and all those selling Flex-Straws in the area cooperated in the drive. Result: about 75% distribution by the time the company's TV advertising was ready to start.

At first no retail sales tools were used other than the package of 40 Flex-Straws, an effective point-of-purchase tool, retailing at 25 cents.

When the campaign began to take hold after a few weeks, F-S developed an inch-wide shelf strip of pressure-sensitive fiber tape, imprinted with the Flex-Straw name and brief selling data, and gave this to the field salesmen to place in stores where the product was on display. The men taped the strips to the shelf edge over two sample straws in such a way that straws extended above the shelf. Says Miss Friedman: "Since the Flex-Straw is its own best sales tool, we found this strip effective."

For drug and variety stores a red and yellow banner was made for display use.

By the end of the tenth week of consumer advertising, sales rose about 20% in the greater Los Angeles area: distribution jumped from 75% to 97%. When sales leveled off, the company added TV adult program-



ming to the children's shows. No appreciable sales gain was noted.

Eddie Smardan, account executive for Flex-Straws with Howard M. Irwin & Associates, Los Angeles, advertising agency, says this led all concerned to conclude that for a mounting sales curve the original selling concept was the right one: Flex-Straws must be sold as a novelty and kept as a novelty for children.

On October 1, F-S chose Arizona—a hot and thirsty spot—"for experimental purposes, to see what a consumer campaign would generate in sales without trade merchandising." Company spokesmen agree that "to date sales indicate that trade merchandising is important—at least with a product such as ours."

The Northern California market was added next. Exclusive distribution rights in the food field went to Taft & Suydam, leading San Francisco food brokerage house. Here the same promotion pattern was followed, plus an element of experimentation: The straw, usually considered a summer-season item, was introduced at the beginning of the winter months.

As in Southern California, children's TV programs were used: "Fireman Frank" (KRON-TV), "Uncle Ed" and Abbott & Costello (both KOVR), "Captain Fortune" (KPX). A wrestling program was added.

#### Newspaper Ads

Introductory advertising appeared in the four San Francisco dailies; *Oakland Tribune*, *San Jose Mercury and News*, *The Sacramento Bee*. *The Fresno Bee*, and in 11 sections of *San Francisco Progress*, running for six weeks in one-column, six-inch size. Page space was taken in grocery publications.

Direct mail broadsides merchandised the advertising, playing up simple selling points: "The only flexible, disposable drinking tube." . . . "Sanitary, safe, durable, sturdy, comfortable."

In Northern California, Miss Friedman says, "sales are healthy but running behind the volume in Southern California for the same period."

News of Flex-Straw's local successes has traveled; requests to handle the product have come from brokers in every part of the country. Up to now brokerage on the product is established throughout the western half of the United States and in a few spots in the east.

The End

# FORT WORTH AND WEST TEXAS

## A RICH AND PRODUCTIVE MARKET OF 100 TEXAS COUNTIES

WITH A POPULATION OF OVER 2 MILLION  
458,300 IN THE METROPOLITAN AREA

### FACTS ABOUT FORT WORTH TRADING AREA

	METROPOLITAN AREA		TRADING AREA*
	Per Family	Total	
Effective Buying Income	\$5,591	\$791,119,000	\$2,414,611,000
Retail Sales	\$4,141	\$585,990,000	\$1,691,338,000
Automotive Sales	\$ 802	\$113,490,000	\$ 456,397,000
Drug Sales	\$ 124	\$ 17,604,000	\$ 54,252,000
Food Sales	\$ 760	\$107,514,000	\$ 361,575,000
Furn.-Household-Radio Sales	\$ 174	\$ 24,651,000	\$ 76,231,000
General Merchandise Sales	\$ 972	\$137,607,000	\$ 138,316,000

\* Does not include Metropolitan Area.

SOURCE: Sales Management Survey of Buying Power.

## The Fort Worth Star-Telegram Can Sell Both the Metropolitan Area and Trading Area

Over 90 percent of all Fort Worth families read the Daily Star-Telegram.  
Over 77 percent read the Sunday Star-Telegram.

## Only the Star-Telegram Covers Metropolitan Fort Worth

In the 100 county Trading Area average Daily Family Coverage is 41.2 percent. Average Sunday Family Coverage is 36.8 percent.

### TEXAS' LARGEST NEWSPAPER SERVES THIS AREA

Daily (M&E)—246,354

Sunday—225,325

ABC Publisher's Statement, September 30, 1954

## FORT WORTH STAR-TELEGRAM

ARON G. CARTER, Publisher

ARON G. CARTER, JR., President and National Advertising Director

### LARGEST CIRCULATION IN TEXAS

Without Use of Contests, Schemes or Premiums — "Just a Good Newspaper"

# Good Sale-of-Month Contest Can Have Secondary Benefits

A. B. Dick Co. has perennial contest which does more than increase sales and reward aggressive salesmen. It is source for case histories and sound basis for selecting sales executives from among field men. It's a contest that pays off.

BY DAVID J. ATCHISON

For a better local selling job, for a supply of advertising copy ideas, for a manpower source, try this on your sales strategy schedule. It has worked for A. B. Dick Co., Chicago, manufacturer of mimeograph machines and supplies, for seven years: a Sale-of-the-Month competition.

Says Ken Marble, sales promotion manager: "When we started the Sale-of-the-Month contest in January 1948, it had a double purpose: to teach sales methods and provide us with ideas from the field we could pass along to the salesmen for their individual application.

The company's Application Development Department digs out and routes as much application information as possible from and to the field, also relies heavily on Sale-of-the-Month reports and case histories for such information.

As a result of encouraging its 250 independent distributor salesmen to submit reports on the month's most unusual sale in its Sale-of-the-Month contest, the company cites these benefits:

1. The home office can keep in closer touch with spot conditions in the field.
2. The contest cross-fertilizes ideas for all salesmen.
3. The salesmen have an opportunity to evaluate their own performances through writing contest reports.
4. The company has a rich source of publicity story ideas and case history examples for national advertising. (Among publications used: *The Saturday Evening Post*, *Time*, *Newsweek*, *National Geographic Magazine*, *Fortune*, *Business Week*, *U.S. News & World Report*, and *Nation's Business*.)
5. Bound copies of contest sales

stories make potent mailing pieces; they are reportedly read more thoroughly by the distributor salesmen than any other company mailing piece.

According to Matthew Dick, Jr., sales vice-president, E. L. Tabat, general sales manager, and Marble, the Sale-of-the-Month contest supplies answers to problems other than those directly concerned with increasing sales of the company's 2,000 prod-

ucts. One need thus supplied: a manpower source.

"This contest presents an ideal situation for salesmen's self-promotion," they point out. "We must go to our distributors for sales executive material as we do not have our own branches. Names of Sale-of-the-Month contest winners, especially repeaters, are familiar to us. When we have to fill a sales executive position, we immediately think of these men. A good 'award salesman' is an asset to the company.

"Former contest winners who have been promoted include our export manager, sales engineering manager and seven district service managers—proof that the contest helps the company to spot good men in its sales organization."

Amplifying the idea-application aspect of the contest, Marble explains, "We've always tried to keep pumping ideas into distributor salesmen, but we had this problem: to teach salesmen not only how to demonstrate the product but to show their customers its specific uses for their particular needs. We wanted them to sell the application of ideas. A good salesman knows how a machine can be applied to the differing needs

## Curiosity Plus Creative Selling Equals Sale

Typical of the entries in each month's A. B. Dick sales contest is this report by Max McDonald, Griswold & Co., Los Angeles, which won an honorable mention:

"Coming back from lunch one day, I noticed two nice looking girls enter a building. I thought to myself, boy, wish I had an installation of a machine or instruction call in their organization this afternoon. Looking up at the building, I noticed a large sign—Dance Studio. Suddenly a bell rang—I had never been there, although I had several accounts in the neighborhood.

"I entered the door, brief case in hand, intending to ask to see the office manager. As I was handing my card to the receptionist, I noticed an attractive girl in an adjacent office pulling her hair, mumbling to herself and cranking a competitive stencil duplicator.

"I immediately told the girl at the desk that I could ease that young lady's anguish in one simple operation. The next thing I knew I was expounding the merits of my product to the manager. He said that if I had a machine without black ink in it he would hear me out.

"I just happened to have one in the car and shortly I was cranking out copies. A small group had gathered and all I could hear were ohs and ahs. The manager asked if I could leave the machine for a couple days so the girls could try it on their own (to make sure I wasn't using magic) and I told him that I sure could.

"Result: I got an order for two duplicators and consideration for a third. In addition, I sold 20 reams of paper, two gallons of spirit fluid, two boxes of master paper and two pouring spouts.

"And they've got dance studios all over the world—who knows?"

# TALK ABOUT MONEY IN THE BANK!



## 1954 Bank Deposits in South Bend

### Hit All Time High!

South Benders deposited more money in their banks in 1954 than in any other year! And they bought more U. S. Saving Bonds than in the previous year. People in South Bend have more money to spend than ever! You reach them *all* with only one newspaper—the South Bend Tribune. Write for free market data book, "Test Town, U.S.A."

## The South Bend Tribune



The South Bend, Ind. Market:  
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

## "This is the kind we make for the Growing Greensboro Market!"



THERE'S BEAUTIFUL MUSIC in the continuous selling symphony in the Growing Greensboro Market . . . The steady tinkle of cash-in-the-till is hard music to beat. As a matter of record, the Greensboro Metropolitan County Area rings up more total retail sales than any other metropolitan county area in the Carolinas . . . It's the same, satisfying kind of music that comes from 1/6 of North Carolina's people making 1/5 of the state's sales every year . . . And your audience is really receptive to the 100,000 daily performance of the GREENSBORO NEWS and RECORD. . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

## Greensboro News and Record

GREENSBORO, NORTH CAROLINA

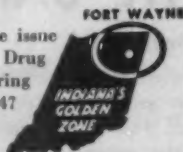
Represented by Jann & Kelley, Inc.





## CHECK YOUR TEST AT NO EXTRA COST!

Every 26 days we issue  
a Grocery and Drug  
Inventory covering  
900 items in 47  
classifications.



This gives you the following  
valuable brand information:

- Average units sold per store.
- Total units sold, all stores.
- Percent of distribution.
- Total stock on hand.
- Sales inducements used.

WRITE FOR DETAILS

**FORT WAYNE NEWSPAPERS, INC.**

Agent

**The News-Sentinel**

and

**THE JOURNAL-GAZETTE**

Fort Wayne, Indiana

Represented by Allen-Klapp Co.  
New York - Chicago - Detroit - San Francisco

**THINGS  
CAN  
ALWAYS  
BE  
BETTER!**



Banging your head against a wall won't  
solve sales problems.

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas —  
no obligation.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_



**HILE-DAMROTH, INC.**  
270 Park Ave., New York City

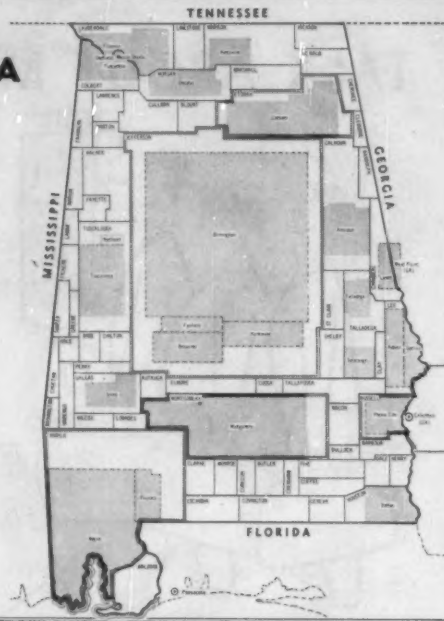
Programs • Plans • Visual Methods for  
Sales Presentations, Training and Merchandising

## ALABAMA

Counties and cities on this map  
are charted in proportion to net  
Effective Buying Income. Total  
\$100,000,000 in income for 1954.

Metropolitan County Areas are  
indicated by black dotted lines.

Copyright by  
**Sales Management**



## New Distort Maps for Survey

This is a sample (reduced nearly one-half) of a new series of maps being readied for SM's 26th annual Survey of Buying Power, to be dated May 10, 1955. Counties and cities are charted in proportion to net Effective Buying Income. Metropolitan county areas are bounded by black dotted lines.

The artist, Russ W. Simmons, has retained the normal shape and boundary lines, and in so far as possible has kept each county in its proper geographic location. The maps are designed to show at a glance the truly important counties and their relationships. Scale for the Alabama map: .0053 sq. in. equals \$1 million.

of churches, restaurants, government agencies or heavy industry."

What better way to teach the salesmen, reasoned the firm, than to let them learn about the sales successes of their colleagues through a Sale-of-the-Month contest.

The company offered a modest prize—\$25 to each winner from the four geographical areas. To this the winners' bosses might add another \$25. A. B. Dick distributors, who are actually retailers, maintain a staff of from one to 30 salesmen each. These salesmen call on every conceivable type of account from small churches and business schools to giant industries. Many of the distributors are ex-ABD sales executives; therefore the company had reason to expect full cooperation for the contest—and has gotten it. Salesmen were informed that the prize winner

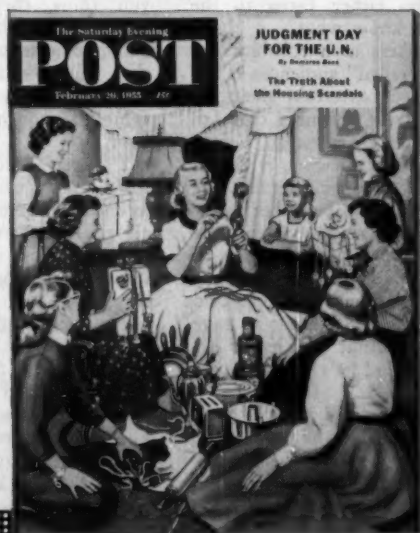
could pocket the award money for the sale of any A. B. Dick product—mimeograph, lithograph, spirit and folding machines, supplies, impression paper and accessories.

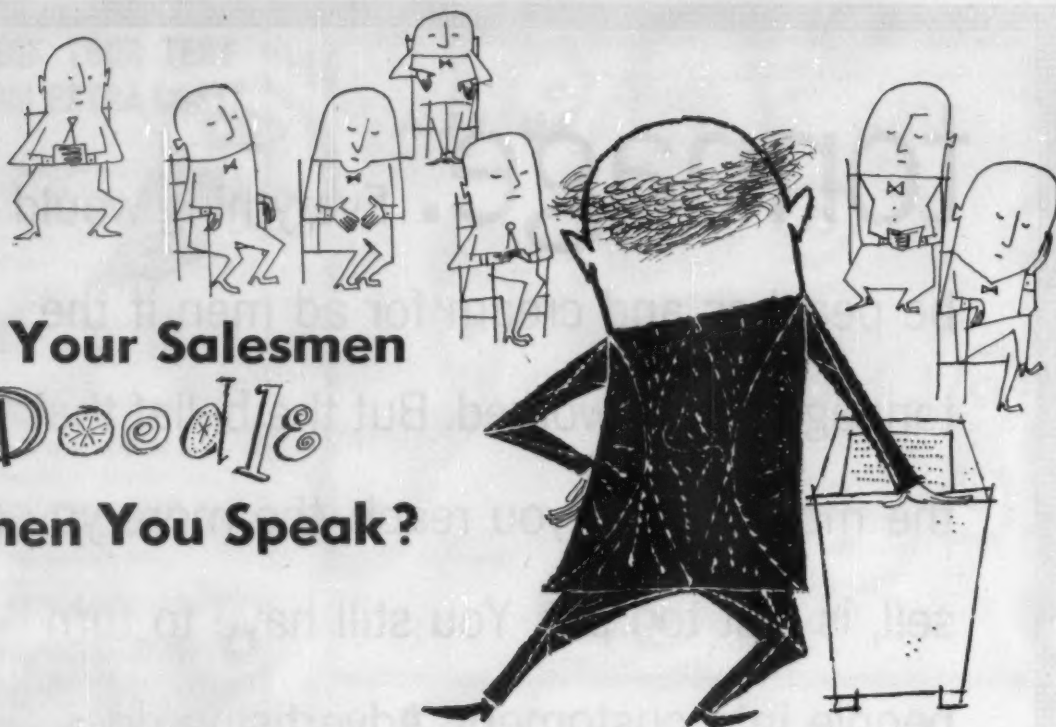
The company added a new incentive last year with the introduction of its Azograph duplicator. Since July the contest has offered two monthly prizes—one for Azograph and one for mimeograph.

"Last year when Azograph came out we needed some good fast 'system' sales stories," says Marble. "A salesman placed an Azograph with a small manufacturer in New York, got the case history of its application to his business. It turned out to be just the kind of story we were looking for. It won a prize and we used it as an example for the field—and it made wonderful material for a national advertisement." **The End**

tonnage. Everything would be peaches and cream for ad men if the tonnage theory worked. But the belief that the more people you reach, the more you sell, is just too pat. You still have to turn people into customers. Advertising does that best where it earns their fullest attention and confidence. And among all weekly magazines, that place is The Saturday Evening Post. In size, in scope, in character, the Post gets to the heart of America.

A CURTIS MAGAZINE





## Do Your Salesmen Doodle When You Speak?

BY PERCY H. WHITING

Managing Director, Dale Carnegie Sales Course

Excluding only lawyers and college professors, the most and the worst speeches made in the United States today are by sales managers.

The chief reason: Sales managers usually have a captive audience. Most of their talks are delivered to their salesmen, who either listen to the speech or you know what!

Public speakers as a rule are not blessed with "jailed" audiences. They must interest or entertain their listeners or else the listeners cease to listen and ultimately either go to sleep or depart. Sales managers, however, when they talk to their salesmen, are under no pressure to be either interesting or entertaining. So usually they are neither. Sales managers do not make dull talks to their salesmen on purpose, but because the other kind requires more effort. (Just to save argument, let's admit that happy exceptions exist—and let's thank heaven for them.)

This article is aimed at sales managers who would like to make more interesting and effective talks to their salesmen.

If I told you the *best* way to learn how, I'd be accused of crass commer-

cialism. So I am going to tell you the second best way—which is to observe a few simple rules:

**Don't be so complacent:** Your qualifications for making speeches to your sales force may not be all that you think they are. That really isn't rule one—but if I wrote it truthfully, some folks would read no farther. Confidentially, the real rule is: "Know 100 times as much about your subject as you have time to put into your talk."

I haven't taught public speaking for 17 years, and selling for 37, not to know that most sales managers and all salesmen are satisfied that they know all there is to know about any subject they must present. Usually they don't. For example, the coal salesman in Seattle. I asked him one day what his sales talk on coal was. He replied, "It's a hell of a good coal." I asked him, "What else?" His answer was, "Nothing." I fired a lot of questions at him. Finally he turned on me and snarled, "What else is there to know about coal?" I didn't tell him—but I learned later that in the New York Public Li-

brary there are over 1,000 books and pamphlets under the heading "Coal."

If a sales manager for a retail coal company tried to read them all, he would die right on the marble floor of the library. But he *could* read eight or 10—during a lifetime—and the chances are he hasn't read any. Yet he feels perfectly qualified to talk to his salesmen about coal.

Please do not think I am advocating long speeches full of dull facts and duller figures. You need most of this information I am talking about for background material, not as material for a talk. Besides, the more you know about a good subject, the more enthusiastic you will be about it. And enthusiasm puts more life into a speaker than alcohol—and is easier to control.

**Be eager to get your speech across:** Your audience deserves it. However, that's only part of the rule. You must have this eager desire to communicate *because you are convinced that your message will benefit your listeners.*

Perhaps the rule can best be stated: "Get your attitude right before you





## When even your rain is mechanized... *that's better farming!*

A modern irrigation system is much more to the farmer than just drought insurance. It is a better farming tool that can mean spectacular gains in production.

It pays off even in humid areas with "enough" annual rainfall. "Mechanized rain" gives plants *the right amount of water at the right time*, to get the most out of today's high-capacity seeds and improved fertilizers.

*Better Farming* for March shows how new irrigation methods and equipment are now bringing farmers super yields: four times more wheat and cotton per

acre, 2½ times more corn, triple the milk on irrigated pastures.

This is how *Better Farming*—every month, on every aspect of agriculture—is keeping top farmers abreast of the best, inspiring average farmers to reach for realistic goals that mean vastly greater production and profit.

And it is why advertisers—who offer the means to better farming and better farm living—are talking to a market primed for their products through the magazine that is leading a new, more prosperous era—*Better Farming!*

Now Country Gentleman's name and aim are the same —

A Curtis publication



start a speech—and keep it right to the end of the talk.” The “right attitude” is one of service to your audience.

Let's look at it squarely. If you stand in front of your salesmen and say to yourself, “I've got to get these men to sell more or I'm likely to lose my job,” your attitude is bad—and the results will be bad. If, on the other hand, you say to yourself—and mean it—“I'm going to tell these men this and so because I am sure it will make it easier for them to sell more and make more money,” you will almost inevitably make a good speech. You preach this gospel to your salesmen about their sales talks. Why not practice it yourself in your speeches?

Is this sickening, mawkish, sentimental, unrealistic? Probably—but I dare any sales manager to look back through the speeches he has made to his salesmen and see if the good ones were not speeches he made when he was trying to help his listeners to get something they wanted.

Use your sales talk formula for your speech formula: In our sales course, we use the old reliable—“attention, interest, conviction, desire, close.” Convert this sales formula

into a speech formula and you have:

1. Make 'em listen.
2. Quickly tell them *why* they should listen.
3. Give them the facts.
4. Make them want to do it.
5. Ask them to do what you want them to do.

A detailed explanation of how I think you ought to take those five steps will fill the book on public speaking I expect to write sometime.

For the present, let's consider step one for a moment—long enough to give you this bright and shining rule for the opening of your talk: Don't open with a so-called “funny story.”

The reasons:

1. You probably don't know how to tell a funny story. Few do, maybe one in 10,000.
2. It probably isn't funny anyway. Few are.
3. It is undoubtedly irrelevant.
4. Your salesmen have heard it before, anyway.

To sum up, the average “funny story” doesn't prove anything and doesn't amuse anybody. The speaker is usually the only funny thing about it.

Use plenty of examples: for instances, illustrations.

When the speaker says, “For example,” listeners begin to feel hopeful. The example can't possibly be as dull as the generalities which preceded it.

Here are a few suggestions for presenting an example effectively in a speech:

1. Be sure it is relevant. Ask yourself, as to every example, (a) “What am I trying to prove?” and (b) “Does this example tend to prove it?”
2. Be specific in your example. Avoid generalities and loose, broad, unproved claims. Answer the questions, who, why, when, where, what, how.
3. Be sure it's true—that it really happened. In other words, don't invent examples—because the invented ones fall flat, no matter how high you build them.
4. Bring direct discourse into your example, if appropriate—and, in a sales example, it generally is.
5. At the end of the example, tell the audience what it proved—otherwise they may never guess.

**Be animated:** If you observe the don't-be-complacent rule, if you know your subject and if you have that eager desire to put it over to your listeners because you feel you can benefit them, then you will be enthusiastic—and, being enthusiastic, you will talk with animation.

Even if you do not observe the don't-be-complacent rule, if you are not in the least enthusiastic, you can still be animated. Oratorical animation can be turned off and on like gas—and that's a good analogy!

So be animated. Gesture occasionally and forcefully, put some life into your voice, vary your facial expression, be alive, and your audience will be alive—and awake.


**Sum up your talk at the end:** Tell your listeners again what you want them to do, why and how.

Thus to make better speeches:

1. Know what you are talking about.
2. Make it helpful to your listeners—present it from their point of view.
3. In your talk, go through the five steps of the selling process.
4. Use lots of “for instances.”
5. Be alive.
6. Sum it up.

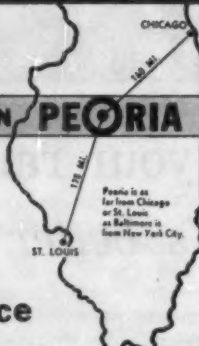
If you observe these six rules, you still may never become a Demosthenes, a Mark Antony, a “Red” Motley, or a Gene Flack, but you will be a better speaker than you are now, and your wife and your salesmen will notice the improvement and appreciate it, if nobody else does. **The End**

# One



- ONE Order
- ONE Billing
- WON Audience

**DOES IT IN PEORIA**



Peoria is as far from Chicago as St. Louis is from New York City.

J. S. says: “Test campaigns . . . new product response . . . and coupon returns ALL prove that The Peoria Journal Star effectively penetrates the rich 13-county PEORIArea.”

In metropolitan Peoria, the hub and distributing point for this \$630 Million market, The Peoria Journal Star daily circulation ratio-to-homes is 98.3%. Another reason why “ONE does it in Peoria”.

## PEORIA JOURNAL STAR

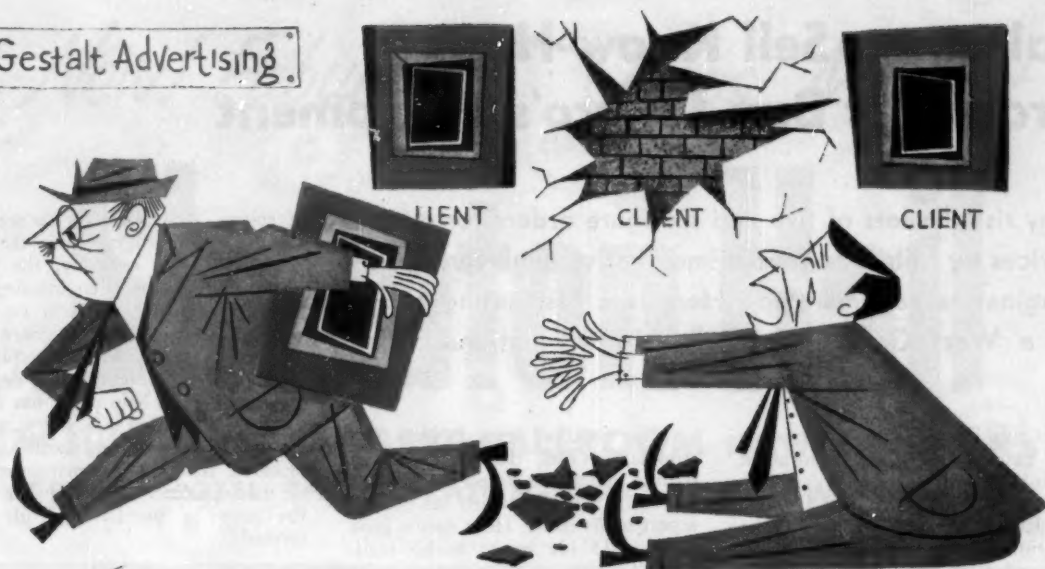
*Daily net paid 100,000 plus*

Represented Nationally by WARD-GRIFFITH CO., Inc.

**PEORIA FIRST in Illinois** EXCEPT CHICAGO



Gestalt Advertising



SOMETHING MISSING...

## like California without the Billion Dollar Valley of the Bees

✓ NOT COVERED BY LOS ANGELES  
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained area is bigger than Illinois, has more population than Colorado.

Valley families have nearly \$3½ billion in buying power (more than San Francisco and Oakland combined), and over half of California's gross cash farm income.\* You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its part of the Valley.

\*Sales Management's 1954 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



## McClatchy Newspapers

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE



# Salesmen Sell Know-How, Prospects Buy Paceco's Equipment

Why risk the loss of five and six figure orders for custom devices by failure to match imaginative engineering with imaginative salesmanship? Here is a fascinating report on a West Coast industrial's bid for national sales.

"Is this Pacific Coast Engineering Co.? You the steel tailors? How about a pair of pants?"

If the wag has Ray Giles, Paceco's business development director, or John Martin, sales manager, on the telephone, the answer comes right back: "Sure, what size?"

Pacific Coast Engineering in its three decades of operation has built up the reputation of being able to design, engineer and fabricate just about anything in metal, whether a 275-ton crane, mechanical and structural equipment for a big hydro-electric project, a 120-ton 20-foot-diameter ring gate for the outlet tower of a mighty dam, or a pair of steel pants, and do the job with precision, speed and economy.

## When Growth Began

Paceco's combination of production ability and sales know-how has stimulated healthy growth for the company. Before World War II it had a sales volume of about \$¼ million a year. Expansion began in 1946. It was about this time that an organized sales policy was laid down. This, with an equally well conceived advertising program, has more than doubled the volume of Paceco's 1946 business. Current volume is between \$3.5 million and \$4 million.

Giles and Martin see growth not alone in sales but in plant facilities, capacity and net worth; number of persons employed; profits earned.

"We consider ourselves one of the West's most versatile manufacturing firms, but when we approach a customer or a prospect," Martin points out, "we have no product, no standard item to offer."

This situation several years ago stimulated Giles, then in charge of selling, to describe Paceco as "Tailors of Steel," a slogan which has become a part of its name. How does a good tailor sell? He points to his well-dressed clients . . . other people point to them . . . they point to one another. A Paceco axiom: "A satisfied customer can do more for you than any sales force." Photographic records of finished jobs reinforce word-of-mouth advertising of the company's ability to handle diversified engineering and fabrication assignments.

## Develop Cold Contacts

Pacific Coast Engineering has only four salesmen working out of its Alameda headquarters. Say Giles and Martin, "We're all on the sales staff." The "all" includes top management and the engineering force of 30 specialists in the fields of industry served by Paceco, with working personnel of about 300.

Salesmen are all trained engineers. The engineers, one or more of whom may be sent out to help a salesman or management executive to sell a big job in one of the industrial fields or, perhaps, a contract engineering project, have absorbed a backlog of sales know-how. First step is to contact the manager of purchases. If it is a "cold" contact, the salesman asks the purchase manager's advice on how Paceco can best serve the prospect company, whom to see. If the manager of purchases suggests specialty buyers, the salesman sees them next. On many small orders the purchasing departments or specialty buyers make decisions then and there.

On large or complicated projects,

of course, it is necessary to see the key engineer or engineers; in the case of a very large company, the vice-president in charge of engineering.

Company policy is firm on one point: Never slight or ignore the purchasing agent. Martin explains: "We feel that the purchasing department is there to help us. It has a job to do in evaluating bids and supplies, just as the engineering staff has its technical function. No matter whom we may ultimately deal with, we keep the man in purchasing fully informed."

## Purchasing's Importance

This is doubly important when customer engineers, absorbed in their own problems and projects, may ignore changes made in specifications during the course of discussions with Paceco engineers. It is more than a courtesy on the part of the Paceco sales department to see that the purchasing department is kept fully informed. It contributes to good will as well as to speed and efficiency in getting the order through channels.

"The first impulse in selling services such as ours," comments Martin, "particularly if you are contacting non-technical personnel, is to tell about your company and its services and let the prospect figure out what fits his needs. That, we soon realized, was talking in terms of *our* interests. We were talking 'we,' not 'you.'"

"We began to make headway when we revised our selling policy, approached prospects in terms of *their* interests."

The sales department then classified its services, its product design and building experience. For example:

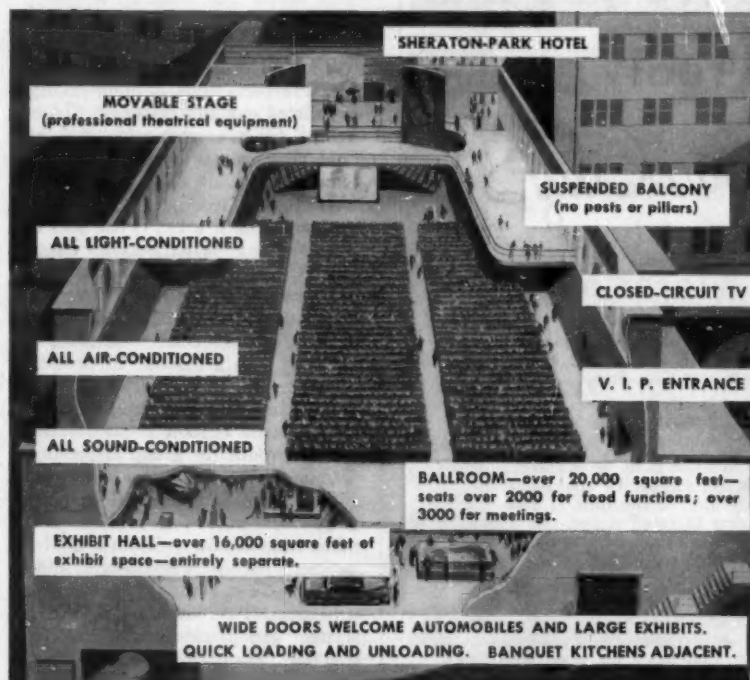
1. Chemical and petroleum fields: towers, columns, heat exchangers, pressure vessels and related equipment.
2. Electric generating industry: cranes, hoists, gates, penstocks, control valves.
3. Marine industry: tugboats, barges, hydraulic suction dredges, related craft.
4. Food processing and handling industry: heavy machinery, soup bug-

**An Interview with RAYMOND B. GILES, Business Development Director, and JOHN MARTIN, Sales Manager, Pacific Coast Engineering Co.**

*New! Fabulous! Opens May 1st*

# Sheraton Hall

WASHINGTON'S LARGEST BALLROOM IN WASHINGTON'S  
LARGEST HOTEL, THE SHERATON-PARK (Formerly Wardman Park)



## Now Booking

"Now the biggest conventions, sales meetings and trade shows can come to Washington" . . . "3000 persons are not too many, 500 not too few—fits any-size meeting!"

Sheraton Hall is America's most advanced convention hall. Fully air-conditioned, sound-conditioned and light-conditioned, it has a suspended balcony and movable stage.

**Planning a Trade Show?** Sheraton Hall's exhibit space (*entirely separate*) will do it proud.

**Having a lunch or dinner?** You can entertain over 2,000—new banquet kitchens are on the same floor. There's Sheraton Closed-Circuit TV, too.

Sheraton Hall, largest in Washington, is a two-story addition to the Sheraton-Park Hotel—formerly the Wardman Park—ten minutes from the White House. Completely air-conditioned, the hotel has tennis courts, outdoor swimming pool, and sixteen-acre park.

Many leading organizations are already booked—from spring 1955 right into 1957. Protect your date. Contact Manager, Sheraton-Park Hotel, Washington, D. C. Telephone COLUMBIA 5-2000. Teletype WA 75.

## OTHER LARGE SHERATON BALLROOMS AND CONVENTION HALLS

**NEW YORK** • Sheraton-Astor • Grand ballroom seats 3500 for meetings.

**CHICAGO** • Sheraton Hotel • Main ballroom seats 1600 for meetings.

**PASADENA** • Huntington-Sheraton • Main dining room seats 1000 for meetings.

**CINCINNATI** • Sheraton-Gibson • Roof garden seats 1700 for meetings. Ballroom, foyer and parlors, 1220.

**BOSTON** • Sheraton Plaza • Grand ballroom seats 1600 for meetings.

**MONTREAL** • Sheraton-Mt. Royal • Main ballroom

seats 1200 for meetings. Sheraton Hall, 1000, Champlain Room, 1000.

**DETROIT** • Sheraton-Cadillac • Grand ballroom seats 1000 for meetings.

**SAN FRANCISCO** • Sheraton-Palace • Garden court seats 1000 for meetings.

All Sheraton Hotels have facilities for meetings or conventions, large and small. Additional information, floor plans, menus and rates on request.

### FOR YOUR NEXT CONVENTION

Contact Convention Manager, Sheraton Hotels, at Sheraton-Park Hotel, Washington, D. C.

**SHERATON** THE PROUDEST NAME IN **HOTELS**

gies, dog food cookers, giant tilt-dump platforms for unloading grain.

**5. Mining:** sections for a heavy media separation cone for lead mining, a "doodle-bug" used in California gold recovery, a special hopper for use in a diatomaceous earth plant.

**6. General industry:** hard-to-classify product groups.

Still another category, growing daily in importance, is the contract manufacturing field.

Reasons for this classification system: to simplify production of visual

evidence of completed jobs; to sell prospects for similar services.

Says Martin, "One of the first rules we established was: Talk to a man interested in hoists and penstocks about hoists and penstocks, not about suction dredges or crane barges."

Salesmen are trained for general selling; their tools and aids are classified according to prospects. For follow-ups company engineers, authorities in the field involved, accompany salesmen to discuss technical details with engineers in the prospect firm.



## Have you met the real *Sioux City Sue*

Yes, despite the homespun rhythms of the popular song, this fashionable chick is none other than Sioux City Sue.

She and her family live in or around a progressive midwestern city along with 164,200 other families.

She likes the latest in fashions and appliances. She spends her husband's above-average income tastefully, to the tune of \$608 million a year in retail stores. As a matter of fact, she helps rank her trading area 38th in sales/capita.

She owns a television set, and is very loyal to one station. Witness - a recent Telepulse which gave KVTU a 77% share of audience, 6 p.m. to midnight, plus the top 23 shows. It's a station that has a lot to do with Sue's preferences in products.

That's why more and more national advertisers are demanding her phone number. And a Katz man has it.

CBS ABC DUMONT

**KVTU**  
Channel 9

Sioux City, Iowa

Serving Iowa's 2nd largest market

A Cowles Station. Under the same management as WNAX-570, Yankton, South Dakota—in the land where radio reigns. Don D. Sullivan, Advertising Director.

Biggest obstacle to overcome, according to Paceco, particularly with new prospects, is the attitude of key men. But once Paceco salesmen persuade these key men to give them a hearing, the firm's competitive prices and proved production ability go a long way toward closing the sale.

Choosing a prospect in industrial fields is as important as the subsequent selling. To a certain extent the company's advertising sorts out prospects. Locally, general advertisements are run on the financial pages of the metropolitan newspapers, from 3-col. x 10" in size up to about four-fifths of a page. Principal medium is *The Wall Street Journal* where Paceco advertises products that can be shipped anywhere and still be sold competitively. Special products may be advertised in a suitable industrial publication.

### Know Your Customers!

This advertising has proved fruitful. Prospects thus brought to light are sorted out and classified. "In our fields," Giles emphasizes, "it is particularly important to know your customers."

If Paceco has never heard of a prospect firm, it asks: What does this plant make? What service does it render? If the prospect is in the electric generating industry, interest in one group of products may be indicated; if in food processing or handling, another range of products. Talks begin on a general level in the prospect's field of interest, are narrowed down as soon as possible to a specific product or group of products.

One of the most convincing sales aids in this initial stage is photographic records of jobs engineered and fabricated in the prospect's field of interest. Paceco files contain 2,000-odd black-and-white prints of products in various classifications, filed in related group categories for quick selection. Major jobs are now photographed in color. Taking pictures of jobs began as Giles' personal hobby. "I found that if I had a few good pictures of what we had done, and could say to a prospect, 'We made this,' it was infinitely more effective than any amount of talk and description." Soon, extensive photographic records of jobs, often from start to completion, became a regular procedure.

This practice has been extended to include slides, both of jobs and of company production facilities at Alameda. A Kodaslide table viewer is used to show color slides.

Say the prospect is interested in a kiln. Paceco shows a set of slides il-



lustrating a completed cement kiln requiring three railroad cars for delivery. This series is used to emphasize the company's ability to execute a job of extreme precision regardless of size. The 10-foot diameter, 200-foot-long kiln had to be true to the entire line by one-fourth of an inch for the full 200-foot length.

For special presentations Paceco gives its representatives a portable viewing unit (Port-a-View, made by The FR Corp.), weighing about four pounds, which supplements brochures and albums of black-and-white and color photographs.

These tools are also used to show prospects and customers Paceco's plant and facilities. A complete set of photographs is practically the equivalent of a tour of the premises.

"It would be ideal," Giles observes, "to bring our prospects and customers in and show them the actual facilities. We can do this when they are located nearby, or are in a position to pay us a visit. We always extend an invitation to prospects to come and see why we can serve them so efficiently. But until they can do so, the photographic 'tour' is quite convincing."

#### Giant Sales Slides

On visits to the Alameda headquarters, individuals and groups are shown slides of completed projects on a 52" x 52" screen. Care is taken to choose projects that will not only be comprehensible, but of immediate interest to the viewers. Says Martin, "We don't bore a man by showing him something out of his field, however proud we may be of the job."

Over the years it has been taken for granted that manufacturing for industry was confined to the East. The West has had to depend on eastern sources for its heavy industrial equipment. Now, the East no longer has a monopoly. The West has been developing its own design, engineering and fabricating skill in the fields of heavy industry: Firms such as Pacific Coast Engineering that have pioneered the change are gradually working eastward with their selling story.

Not long ago Paceco placed 20 cranes of five-ton capacity, 90-foot span, with a customer in Ohio. The sale was made in competition with some of the largest eastern crane manufacturers. As much as 50% of Paceco's business is now with industrial firms headquartered in the East, though delivery of the finished equipment may be to plants located in the West, in South Africa or Brazil.

Most of this business represents big jobs. Sales Manager Martin points out, however, that his department does not turn down a \$15 order. On the other hand, it has handled orders up to \$1 million. A half million-dollar job is not unusual, but the average order is likely to run in the five figure bracket for other than local prospects.

Recently also the company sold a 200-ton Gantry crane 385-ton gate hoist to a firm of engineers in New York. This was not the first sale to the firm. But it was a big one. A

number of individuals in the firm, including the manager of purchases and buyers in several categories, members of the engineering staff and the chief engineer, had to be convinced that the far-off company on the Coast could handle it.

Evidence of equally exacting jobs and of company know-how and facilities overcame their doubts sufficiently to encourage them to talk specifications and price. There were still reservations concerning the practicality of placing an order 3,000 miles away on a project calling for



**When household goods are moved by Mayflower they ride safely locked inside the van! Mayflower vans have no tailgates.**

**AERO MAYFLOWER TRANSIT CO., INC.  
INDIANAPOLIS, INDIANA**

**MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest**

extended technical conference and speedy completion and delivery.

At that point two of Paceco's most essential sales tools entered the picture: the long distance telephone and the airplane. Somewhat tentatively, the customer in New York asked the company in California on a Friday afternoon, "How soon can you come to our office and talk things over?" "Monday," was the answer. By 9 A.M. Monday Paceco had its sales manager and chief engineer for the required classification in the prospect's office. Everyone in the company concerned with the project was interviewed in turn, beginning with purchasing executives and buyers and proceeding through the engineering department to the head engineer and project engineer. Three days were spent in technical discussions—purchasing being kept informed by Paceco as revisions were made; approval of the head technical men was obtained, the sale closed with the men in purchasing.

Giles says, "We make it a point to show our customers, that we can fulfill their assignments not only in precision of manufacture, but also with speed."

In selling eastern firms that operate

also in the West, Paceco says, in effect: "Let us be your West Coast branch plant." The company shows, with facts, figures, and evidence of similar jobs, that it can deliver the product at a saving. For example: a cement kiln to be delivered in Idaho. Because of Paceco's proximity to this state, it could supply major portions of the kiln which would have been costly for the customer to ship from the East. The customer, however, supplied those parts which it could ship conveniently and at relatively low cost. Result: big savings for the customer.

Having "sampled" Paceco's production ability on a job for West Coast delivery, a customer is more easily persuaded to allow the California firm to bid on other suitable projects, regardless of ultimate location.

In selling at a distance, or close to home, the company may stress such advantages as freight savings and speed of service, but it never lets customer or prospect forget that its first emphasis is on the perfection of its steel "tailoring." Specialized brochures make this plain through illustrations and language the various industries understand. Example from the marine industry brochure:

"Looks good on the blueprint . . . how will it act in the water?" reads one headline. The text: "Change the bow angle a couple of degrees and how will your barge act? Will it require more tug horsepower? Will it dive when speed exceeds nine knots?"

"Utilizing the facilities and skills of one of the world's most advanced model-testing-tank basins, Paceco tests scale models and finds out—before a hole is drilled or a torch lighted—what design is most efficient for your requirements."

"If its equipment or machinery that requires specialty engineering, we can do it," is the way Giles sums up the attitude of everyone in the firm concerned with selling, engineering, or fabricating a job. Selling is of paramount importance because, paradoxically, the company has nothing to sell—nothing *except* its know-how.

The End

## Debenture Bonds Used As Incentive to Dealers

To provide additional incentive for its 2,300 franchised dealers to exceed their sales quotas, Necchi-Elna Sewing Machine Sales Corp., New York City, has instituted a dealer security plan, offering debenture bonds for each machine sold in a quota.

A fund of \$75,000 is being set aside by the company for the first year's distribution. A \$5 bond will be given for machines sold within a quota and a \$10 bond for machines sold above that quota.

According to Necchi-Elna, a dealer selling between eight and fifteen machines a month can build up quite a "nest egg" over a period of years. For instance, if he sells 50 machines more than his annual quota of 100 and receives, as a result, a \$1,000 bond, and if he continues this performance for 20 years, he will have accumulated at the end of that time \$20,000 in Necchi-Elna debenture bonds. The bonds, of course, draw interest at 4% compounded semiannually, so that after 20 years his total is almost \$30,000.

Since Necchi-Elna bonds cost the dealer nothing except sales effort, the sewing machine company is certain its new program will be received enthusiastically.

Many companies offer debenture bonds and other profit-sharing plans to their employees, but this is said to be the first time that dealers of a national company have been given the opportunity to build up an annuity without paying any premiums.



### NOW... YOUR SALESMEN TELL YOUR STORY THE WAY YOU WANT IT TOLD

Your sales story can now be illustrated — in exact sequence — with full color pictures of your product, plant, and advertising plans. This amazing sales-stimulator takes 36 standard 35mm slides at a time.

The FR Port-A-View has been hailed by sales managers as an economical, effective sales aid that salesmen like to use. Used by America's top companies. At photo dealers or write FR for free 30-day trial.



**fr**

**PORT-A-VIEW**

Self-contained projector, screen and automatic slide changer

**\$54<sup>95</sup>**

DISCOUNTS IN QUANTITY  
Weights only 4 lbs. Sets up, folds instantly, carries over shoulder like camera.



THE FR CORPORATION 951 BROOK AVENUE, NEW YORK 51

## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

### Practical Training for Sales Executives:

Presentation of the third annual session of the National Sales Executives Graduate School of Sales Management and Marketing, Rutgers University. It discusses the concentrated course of study given in a continuing series of two and a half weeks' duration for sales management personnel who are being prepared for top management responsibility; outlines benefits to the qualified applicant; explains the admission and registration procedure and identifies instructors, panel and conference leaders. Outlined in detail: program for the first-year registrant, designed to improve administrative techniques of the sales executive; program for the second-year registrant, especially prepared to increase sales volume and reduce costs of selling. Reading and program assignments, oral examinations, diplomas, living accommodations, dining facilities, recreation, fees and costs are covered in full. Members of the Class of 1953 and the Class of 1954 are listed. Write to George J. Vinson, Director, The Graduate School of Sales Management and Marketing, National Sales Executives, 136 E. 57th St., New York 22, N. Y.

### 1955 Census of the Vending Machine Industry:

Ninth annual survey conducted by *Vend* magazine, showing growth of automatic selling in 1954 and forecasting the outlook for 1955. Automatic merchandising machines now sell approximately \$1.6 billion worth of merchandise annually. Greatest gain, proportionately, came in hot coffee. Cigarette sales declined again for the third successive year. Included in the data: growth of the industry since 1946; markets for candy, cigarettes, cigars, soft drinks, bottled soft drinks, coffee and ice cream. One section is given over to the 1955 pulse of the industry—trends in vending operation as reported by heads of 524 firms, answering such questions as: How big is the average operating company? How does the average operator buy the merchandise he sells? What price does he pay? What new machines does he plan to purchase during 1955? Brand preference tables indicate the best sellers in cigarette, soft drink and candy ma-

chines. Write to G. R. Schreiber, Editor, *Vend*, 188 W. Randolph St., Chicago 1, Ill.

### Tourist Court-Motel Market:

Findings of a survey conducted by *Tourist Court Journal*, which reveal that there are now 50,000 courts in the U. S., offering the traveling public close to 1 million rooms. Total investment (including land value) is \$4,040,890,500; total investment (land value excepted), \$3,505,306,000; gross annual income from all sources (including coffee shops, service stations, etc.), \$1,386,789,000. In the construction, furnishing and operation of any court, thousands of products are used—from roofing to rugs, linens to locks, soap to showers to swimming pools,—everything but elevators. With a billion-dollar annual income and a net profit of over 30% on each dollar taken in, the industry has powerful buying power. Data cover size of courts, construction, repairs, exterior, heating and cooling, furnishings and fixtures, office equipment, laundry and cleaning facilities, service stations, coffee rooms, supplies. For the full report, write to Lee Hainline, Advertising Director, *Tourist Court Journal*, Temple, Tex.

**Jackson, Miss., Market:** Wholesale and retail data published by the Jackson Chamber of Commerce, which reveal that per family effective buying income in 1953 was \$5,740, ranking Jackson 88th among the 200 leading cities of the U. S. In population it ranks 109th. As of January 1, 1954, it had a city limits population of 110,200 and a metropolitan population of 156,000. Between 1940 and 1950 Census figures show a city limits population increase of 58.2% and a 32.5% increase in the Metropolitan Area. Retail dollar volume in 1953 was above \$200 million. There are 270 wholesale outlets in Jackson. Since 1945, 50 new industries have started operation and 29 existing plants have expanded their operations. Diversification is indicated by 262 plants manufacturing over 300 different products. Write to Warren Farmer, Manager, Industrial Department, Jackson Chamber of Commerce, Jackson, Miss.

If you work with sales quotas and advertising appropriations, you'll want to know

### WHERE ALL THE MONEY IS and WHO'S GOT IT

Each year your subscription to *Sales Management* brings you the answers to this important question.\* For example, the May 10, 1955 edition will give

#### TOTAL INCOME PER FAMILY INCOME PER CAPITA INCOME

for the nation, each geographic region, state, county, metropolitan county area and 1,565 cities.

And it will

#### BREAK DOWN THE INCOME

to show for all these markets:

% of Consumer Spending  
Units and % of Net Income  
in the following brackets

\$0 - \$2,499  
\$2,500 - \$3,999  
\$4,000 - \$6,999  
\$7,000 and over

\*In 1955-56 manufacturers and advertisers will base more than \$200 Billion of Sales Quotas and Advertising Appropriations on the accuracy of the Survey data.

## GROWTH

Let's be factual to back up our big bragging in these little ads.

CIRCULATION	1940	ABC CITY ZONE
23,324	1940	35,882
43,912	1950	60,045
53,774	1952	84,089
66,811	1954	100,343*

\*Paragraph 28-d 3/31/54 Report

Central Florida of which Orlando is the hub has greater possibilities of growth in all directions of the compass than Miami, Tampa or Jacksonville.

Thoughtful observers predict that Orlando Sentinel-Star is becoming the most important newspaper in the entire state.

This is not wishful thinking.

### Orlando Sentinel-Star

MARTIN ANDERSEN—Editor, Owner,  
Ad-Writer & Galleys Boy

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

## BECOME AN EXPERT SALESMAN

Key salesmen earn \$5,000 to \$10,000 a year and up. Thousands of firms seeking well-trained men. LaSalle trains you rapidly, thoroughly, in spare time at home. Low cost, easy terms. Nearly 50 years' experience—over 200,000 salesmen trained. FREE 32-PAGE BOOK, "Salesmanship, the Power that Wins Success," tells today's new opportunities, and how you can prepare for large earnings in this profitable profession. Write TODAY.

LASALLE Extension University, 417 So. Dearborn St.  
A Correspondence Institution • Dept. 378-S, Chicago, 5, Ill.



# NEW!

## the double-duty CP Air Saw

### IT CUTS AND FILES...

Stainless Steel, Dural Alloys, Nickel, Copper, Aluminum, Iron, Steel, Brass, Plastic, Plexiglass, Fiberglass, Porcelain, Formica, Corrugated Transite Sheeting, Wood, Plywood, Hard Fibre, Wall Board, Masonite.

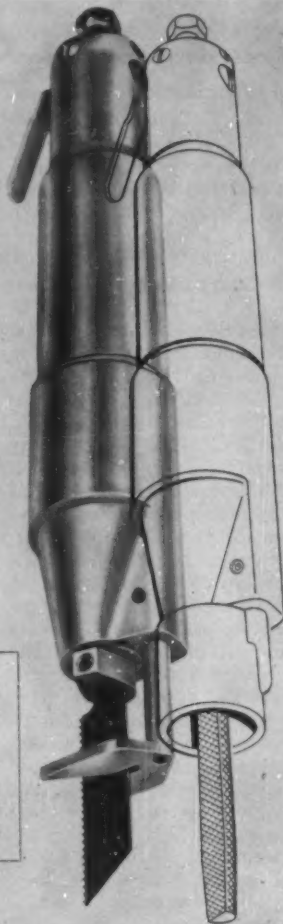
The CP Air Saw is not an attachment... it's a heavy-duty production tool that can take standard blades and files. The Chicago Pneumatic Saw has **CONTROLLABLE POWER**... a built-in speed regulator enables you to select the right speed for every specific work condition. When fitted with the blade collet it can saw practically every material and cut most any possible shape... a file chuck can be added to power bench files having round or flat shanks. *Chicago Pneumatic Tool Co., 8 East 44th St., New York 17, N. Y.*

### EXAMPLES OF ITS THOUSANDS-AND-ONE USES

1. In Receiving and Shipping — for opening wooden boxes and crates.
2. In the Shop — for cutting through thin gauge metal without resulting burr.
3. In the Foundry — for deburring castings.
4. In the Automotive Field — for installing car heaters, radiators and many other "extra" items.
5. In the Electrical Field — for armature undercutting, cutting coils out of electric motors prior to rewinding, for filing burrs from stator slots in motors and generators.
6. In Plant Maintenance Departments — for hole sawing in duct and piping work.

  
**Chicago Pneumatic**

PNEUMATIC TOOLS • AIR COMPRESSORS • ELECTRIC TOOLS • DIESEL ENGINES • ROCK DRILLS • HYDRAULIC TOOLS • VACUUM PUMPS • AVIATION ACCESSORIES



## This Ad Pulled in Orders

BY R. T. BEERS

**Sales Manager, Pneumatic Tool Division  
Chicago Pneumatic Tool Co.**

Of all the advertisements we have run during the past year, the one shown here interests me the most in that it is proving its worth as a valuable sales tool.

It announced a new double-duty air saw which has universal applications in industrial plants of all kinds. It was run for the first time in the November 1954 issue of *Automotive Industries* and it was not an advertisement designed primarily to invite

inquiries with a booklet coupon offer. However, by December 31, 110 live inquiries had resulted from this initial announcement and a limited number of new product releases. Results were so encouraging that the advertisement was rerun in the December issue and, in addition, was scheduled in *Mill & Factory*, *Machinery*, *American Machinist*, *Industrial Equipment News*, *Modern Machine Shop*, and *Production*. Almost imme-

diately 130 additional inquiries were received — and are still coming in.

When our advertising department reported the number of inquiries that were coming in as a result of this advertisement, I tipped off our Utica, N. Y., plant management to increase production of the new double-duty air saw — which was done. But unfortunately I did not advise our plant management to increase production enough because, as of the date of this writing, we are not able to keep ahead of the orders which continue to pile up. There is no doubt that the increase in orders is closely timed to the appearance of this advertisement in the magazines mentioned. It is well to mention at this point that because of its production line application, sales of this tool often result in more than single-tool orders.

We have had this new tool on the market for over a year and this sudden spurt of inquiries and orders has increased our sales, in three months' time, 100% over a very modest volume which resulted from demonstration calls in key districts during 1954.

### Teamwork Is the Answer

Our Advertising Department is headed by J. B. Tiffany. While Tiffany is responsible for initiating and developing advertising projects, I take active part in all major discussions of, and decisions for, advertising policy and programming. This collaboration between Sales and Advertising makes it possible for me to effect a constant correlation between advertising and sales policies.

We have 185 sales engineers whose major portion of industrial selling is direct to industry from our 23 branch offices throughout the country. Because production of our tools is tailored to accommodate the ever-changing demands of assembly lines in the industries we serve, it is important that our advertising opens doors for our salesmen to demonstrate the advantages of our tools in solving specific problems in high-speed production.

Our prime markets are these industries: transportation, including aircraft, marine and automotive service; metallic and nonmetallic mining; coal mining; quarrying; heavy construction; oil well drilling; processing, such as the chemical, foods and textile industries.

All the tools we manufacture are specialty tools: pneumatic tools, air compressors, electric tools, Diesel engines, rock drills, hydraulic tools, vacuum pumps, aviation accessories.

When we perfect a new tool, it is our policy to market-sample it in key

TWO GOOD AGENCIES UNITE TO FORM A BETTER ONE—

# Marsteller, Rickard, Gebhardt and Reed, Inc.

The merger of Rickard and Company, New York, and Marsteller, Gebhardt and Reed, Inc., Chicago, Pittsburgh and New York, brings together the skills and experience of two substantial, seasoned advertising companies with long records of successful service.

All three units—Chicago, Pittsburgh and New York—will continue as they are: each a self-sufficient, fully-staffed agency operation with personnel unchanged.

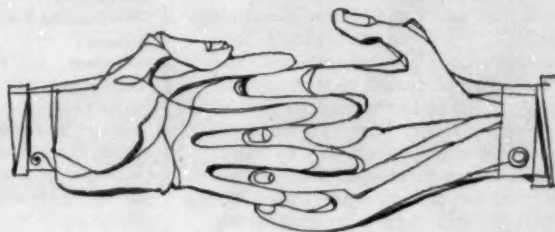
This merger brings together two groups of advertising men and women who look at advertising problems in the same way—namely, that successful advertising is based on sound marketing strategy. Facts come first; then a definition of marketing objectives; and finally advertising, with a constant evaluation of its results. We share the firm conviction that when properly used as a tool of marketing, advertising will help sell a product, an idea or an institution; but that improperly used, it is an extravagance.

There are many parallels between the two agencies that now form Marsteller, Rickard, Gebhardt and Reed.

Both are specialists in consumer durable goods, industrial, agricultural and service accounts.

Both agencies have provided public relations and market counselling services, in addition to advertising. Public relations clients will be served by an affiliate company, Burson-Marsteller Associates, Inc., with headquarters in New York and staff offices in Pittsburgh and Chicago. Another affiliate, Marsteller Research, Inc., will continue to offer marketing assistance to both agency and non-agency clients.

Both agencies have been members of the American Association of Advertising Agencies, and many members of each company have been active leaders in the principal advertising and marketing associations.



In both agencies, space and time advertising have been only one phase of the operation. Each agency has had a substantial part of its billing in direct mail, catalogs, point-of-sale, visual aids, annual reports, house organs and other sales promotion materials.

Both agencies have had good growth records, and while part has come from new business, most has come from the growth of present accounts, where increased advertising has preceded or accompanies increased sales.

With expanded facilities and the widened base of diverse account experience, Marsteller, Rickard, Gebhardt and Reed expects to continue to grow—not merely in order to enjoy the pleasant rewards of growth, but as a duty to our clients. In a growing agency, all clients benefit from broadened experiences and increasingly comprehensive services.

## Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

districts before issuing final releases to our plant for quantity production. Sales literature is prepared and sent to our branch offices, together with demonstration tools. Our sales engineers in these districts then follow through with calls on representative industries to get their reactions to the applications of the new tool. In many instances demonstration-sample tools are left in the plants long enough for plant management and production personnel to study special applications to fit the requirements of their production lines. In this way our sales engineers are able to report development of new applications and to field test the unit under diversified work conditions prior to final release of the tools through production.

When our sales engineers have compiled a substantial amount of information about the sales potential of a new tool they send in their reports to me and I, in turn, meet with Tiffany, our advertising manager, to plan an advertising campaign and additional sales literature that will best reach potential users of the new tool.

This policy was followed in the case of our new double-duty CP air saw. But for over a year our sales were negligible because of the limited number of test and demonstration calls our sales engineers had time to make. However, whenever the tool was demonstrated we obtained on-the-job proof that the tool was doing a job, so we decided to broadcast its availability through advertisements.

What are the elements in this advertisement, which make it so successful in pulling in inquiries?

### R. T. Beers

...was graduated from Yale University in 1936, majoring in mechanical engineering. He went immediately to Chicago Pneumatic Tool Co. to serve as sales engineer in the New York Metropolitan Area. He was promoted in 1945 to become liaison engineer in product development, service engineering and sales promotion for the complete line of pneumatic and electric tools. In 1953 he was made sales manager of the Pneumatic Tool Division. He's married, has two daughters, lives in Riverdale, N. Y. During the winter months his work schedule frequently demands seven days a week at Chicago Pneumatic, but at the first signs of spring he tapers off and spends his weekends at his summer home in Connecticut. The energies he devoted to tools throughout the winter are then directed to swimming, boating, and the family.

As mentioned before, what interests me is that this black and white advertisement—prepared by our advertising agency, G. M. Basford Company, in cooperation with our Advertising Department—was not designed primarily to invite inquiries. No offer of a booklet was included. We analyzed it and decided it is an excellent sales tool because...

1. It announces in simple language that there is now available a new basic production tool—a dual-purpose tool which will saw every kind of material, and cut every shape which can possibly be handled by hand or power hacksaws and, in addition, will power all bench files having round or flat shanks. This news alone would arouse curiosity for it is revolutionary.

2. It gives specific examples of the tool's thousand-and-one uses our sales engineers learned about during test demonstration calls in key districts.

The heading prompts the reader to read more about it in the body of the advertisement. It promises specific benefits.

Copy is briefly informative, pinpointing what the tool can do and making clear that it is a heavy-duty production tool, not an attachment.

The illustration, occupying almost half the space, leaves no doubt in the reader's mind as to what kind of a tool it is: The basic tool, a reciprocating saw, is boldly pictured together with a phantom line drawing which suggests an alternate use in powering all bench files round or flat. That unusual phantom technique in art work provides visual proof of the dual-purpose feature of the tool.

The box at the bottom of the advertisement, listing six examples of the tool's thousand-and-one uses, quickly points out the how-when-and-where of the many applications. It intriguingly leaves it up to the reader—foreman, electrician, shop manager, maintenance head... whoever he may be—to whip up his ingenuity for profitably applying the new tool in his plant.

The address in light-face italic type is modest, to say the least... but perhaps that makes it more inviting than it would be in bold-face type.

The trademark and logotype identifies the quality of the product and appears in all our advertisements.

The size is a single page, with the exception of the one advertisement appearing in *Industrial Equipment News*, which is 3¼" x 4¾", (a standard unit in that publication).

Our sales engineers are very enthusiastic about what this advertisement is doing for them. It saves their time in familiarizing prospective customers with what the new double-duty air saw can do to step up production.

Encouraged by the results of this advertisement, we are now planning to run a second version in the April issues of the same publications.

The End

## \*CELLOMATIC

A REVOLUTIONARY NEW MEANS  
OF ANIMATED PROJECTION  
FOR SALES MEETINGS

Now, for the first time, your live presentations will achieve the impact, movement and flexibility of motion pictures... all this on a slide presentation budget.

IN FIVE SHORT MONTHS  
CELLOMATIC HAS BEEN USED  
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THE UNITED STATES PRINTING  
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EXECUTIVE OFFICES



CINCINNATI, OHIO



**To sell more where more is sold...  
it's **FIRST 3 FIRST!****

The city and suburban areas of New York, Chicago and Philadelphia consume  $\frac{1}{5}$  of all U. S. food and grocery products. In these concentrated, most profitable sales areas, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In these top markets *there is no substitute* for FIRST 3 MARKETS' more than 3-of-every-5 family coverage.

In addition, in the 309 Industrial North and East counties—where 28% of total U. S. families account for  $\frac{1}{3}$  of the nation's grocery products purchases—FIRST 3 MARKETS GROUP delivers 49% average coverage of all families.

To sell *more* where *more* is sold...it's FIRST 3 FIRST!



The group with the Sunday Punch

**FIRST 3**  
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News  
Colorado Magazine  
Chicago Sunday Tribune  
Magazine  
Philadelphia Sunday Inquirer  
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0049  
San Francisco 4, Calif., 155 Montgomery Street, GARFIELD 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUNKIRK 5-3557

## "It's Not the SIZE, It's the FEROCITY!"

It's 72nd in circulation; it accepts only those ads that suit its fancy. Yet the be-monocled 'New Yorker' serves the most advertisers of all. What makes companies tailor their ads and covet the privilege of buying its space?

BY LAWRENCE M. HUGHES

From the case of *The New Yorker* (now noting a 30th birthday) one might draw several morals:

1. That even today a magazine need not be "mass" to survive.
2. That despite the pressure of picture books and predigested primers and TV, some people still read.
3. That if a class magazine can make enough alert and solvent people loyal enough, they will pay off for the advertisers, even in four colors at \$10 a page a thousand.

Or as *The New Yorker* says: "It's not the SIZE, it's the FEROCITY."

Recently, I obtained a free drink from a salesman of *Mass Magazine X* by remarking constructively that its advertising revenue last year alone was as large as all the advertising dollars accrued by *The New Yorker* since Feb. 21, 1925.

When I mentioned this to A. J. (Joe) Russell, Jr., advertising director of the latter, he recalled the head-

line of a promotion piece that never was used: "*The New Yorker* has more circulation in a year than *X* has in three weeks."

Actually, today, the 5.6 million of *X* makes a three-week total of only 17 million, while the 385,000 of the other mounts in a year to more than 20 million.

Among 90-odd magazines measured by Publishers' Information Bureau, *The New Yorker* stands 72nd in circulation. Yet this strange child of the stranger marriage of Harold Wallace Ross and Raoul Herbert Fleischmann has climbed to 14th in advertising dollars, third in advertising pages (4,186 in 1954) and first in advertising page gains (215). . . . The number of pages carried in fact was only 11 less than *Magazine X*.

The ferocity, adds *The New Yorker*, springs from an "amazingly faithful clientele" (as high as 81%

subscription renewal rate without circulation "promotion") who are also "the people other people follow."

Such ardor in the right bosoms was struck and patiently kept afire by the late Editor Ross and his successor William Shawn and their group, with discreet assists from the Advertising Department, long directed by Raymond B. Bowen and now by Russell. (The magazine is almost as choosy about advertisers and advertisements as it is about editorial material.) In his quiet way Publisher Fleischmann has kept the flame from burning the place up.

The reward of quality has been quantity. The magazine last year served more advertisers (some 1,400) and published more advertisements (10,000 plus) than any other. Among all magazines it ranks first in such groups as retail stores; travel, hotels and resorts; magazines, newspapers and other media; wine and liquor, and cosmetics and beauty aids.

But the people at 25 West 43rd St. are prouder of the advertisers who have found *The New Yorker* a good place to "launch an idea": Here, on April 29, 1939, RCA published the first advertisement for television sets. Here, in 1948, Austin of England introduced the British light car to America, and in 1941 *Ladies' Home Journal* began "never [to] underestimate the power of a woman."

### Ferocity and a Butterfly

With the innocence of a butterfly, SALES MANAGEMENT capriciously ignored its own Mike Hughes when he reported: "The New Yorker just ain't like any other magazine."

In fact, we were so impressed with Mike's "profile" of this unique publication that we tried to outdo ourselves in dressing it up for the reader.

1. Our artist designed a beautiful cover, featuring Eustace Tilley, the sophisticated symbol of The New Yorker (with a butterfly flitting past his monocle).

2. We planned to run the heading in The New Yorker's individualistic type face.

3. We were going to borrow a word that The New Yorker invented and

label our biography "a profile."

Our readers, we felt, would appreciate this symbolic and light treatment. And, while we didn't check, we figured The New Yorker, like any other business enterprise, would welcome the publicity.

We couldn't have been wronger!

As deadline approached, we proudly let The New Yorker staff see our cover and layout. They smiled benignly and oh so politely said: "It's very nice, but it is counter to the rulings of The New Yorker editors."

Then, while our collective mouths gaped in incredulity, we were told:

"1. That cover may not be used. Eustace Tilley is the property of The New Yorker and we do not allow him

to be used in this manner. We make no exceptions.

"2. The word 'profile' will have to come out. Its use as meaning a biographical sketch is copyrighted by us and may be legally used only by us.

"3. No, you may not run your headline in our type face. Also, you may not carry that Chas. Addams cartoon of ours as you intended. Everything else is all right."

Everything else? All that was left was the "butterfly"—and it seemed ferocious despite its size.

We now know what Mike Hughes meant when he said: "The New Yorker just ain't like any other magazine." In fact, we're not even going to chance using the butterfly!



Such characters as the eye-patched "man in the Hathaway shirt" and bearded Commander Whitehead (who set off the Gin 'n' Tonic revolution) found *The New Yorker* fertile soil for pioneering.

*The New Yorker* itself came close to not surviving. During the three red ink years before the magazine finally turned the corner, Raoul Fleischmann had plenty of reason to "wonder whether it was going to go." Originally, he put \$25,000 behind an idea of Ross, which Writer John Peter Toohey named *The New Yorker*. But he had to follow it up with \$525,000 more.

"Gaunt, gangling, grinding" Ross has been the subject of many a "profile" (*The New Yorker's* word) in other publications, while Fleischmann has managed to stay pretty much out of print.

I had seen Ross several times, but never before had met Fleischmann. The man seems shy. The magazine belongs to publishing and other associations, but staffers, instead of Fleischmann, attend their meetings. Fleischmann told me he has never made a "talk" before an outside group, about *The New Yorker* or anything else. Among the company's 200 employees he still knows mainly the key people.

### Bakery Background

The sessions of the Thanopsis Literary & Inside Straight Club at the Hotel Algonquin in 1924 attracted not only such literary lights as Robert Benchley, Alexander Woollcott and Marc Connelly but Editor Ross (*Stars & Stripes* in Paris during World War I, and then *American Legion Weekly* and *Judge*) and Fleischmann, who as manager and part owner of a bakery probably could afford to lose more than any of them.

Ross became editor and Fleischmann angel and publisher of the new *New Yorker*. They were in fact the original one-room "staff." But the longer they were "together," and the more the outfit expanded, the farther apart they went. For years they rarely talked with each other.

Yet both built organizations to carry on, if need be, without them. When Ross died in 1951, after a long illness, a triumvirate composed of William Shawn, in charge of "fact" material, G. S. (Gus) Lobrano, "fiction," and James Geraghty, art editor, ran the weekly show with no more ulcers than usual. Shawn emerged as editor. (Fleischmann calls Ross "brilliant," and credits him for



COMPOSITE PROFILE of *The New Yorker* business side. Seated behind desk, R. H. Fleischmann, publisher and president; standing, left to right, D. W. Lawder, national advertising manager; Howard Baldwin, advertising manager; A. J. Russell, Jr., advertising director; Stephen B. Botsford, treasurer. Seated at right, E. R. Spaulding, vice-president and general manager.

the magazine's "integrity, from which he never deviated," and for creating a "competent organization.")

On the business side younger men are being trained to take over. Fleischmann is now 69. Tomorrow's publisher of *The New Yorker*, when he retires, will be tall, slender Stephen B. Botsford, 35. Probably, Botsford will have a bigger business to manage.

After losses totaling \$705,000 in the three years 1925-27, F-R Publishing Corp. in 1928 came up with a net profit of \$287,000 on gross income of \$1.8 million. . . . For 1954 *The New Yorker Magazine, Inc.*, will report a net income after taxes of about \$900,000, on net advertising income (after agency commissions) of \$8.5 million and circulation income of about \$2.5 million.

In 1928 cash on hand was \$13,851.05. Notes payable, some of them extending to the year 1950, totaled \$345,000. Among "assets" of \$536,000 was a \$192,000 item for "*New Yorker*—ideas and projects and trade name accounts." . . . In today's total assets of \$6.2 million the trade name is listed nominally at \$1. (Inventories of drawings, manuscripts and engravings exceed \$300,000.) Other than accounts and taxes payable, the corporation has no debts. Earned surplus stands at about \$2.5 million. Annually since 1929 the magazine has paid dividends. Combined value of the 270,000 shares outstanding, at a current price of about \$23, comes to \$6.2 million.

Of some 600 persons who own shares in *The New Yorker Magazine, Inc.*, "Fleischmanns" have about

100,000 shares:

1. Raoul H. Fleischmann.
2. Peter Francis Fleischmann — son of Raoul's wife No. 1, and now with an investment house.

3. Two older sons of Raoul's wife No. 1: Gardner Botsford, on the editorial staff, and Stephen Botsford, treasurer.

Also substantial owners are Ray Bowen, now consultant to the publisher; Vice-Presidents Eugene R. Spaulding and R. Hawley Truax—respectively, general manager and business adviser to the Editorial Department (shades of H. Ross!); E. B. White and his wife Katherine, editorial consultants, and Writer Geoffrey T. Hellman. This group can show 25% of the shares. Various others in the company have 30%, and 10% is scattered outside. . . . When Ross died his "interest" had been reduced to a very few shares, plus a trust for his family.

Ross was first president of the company. He was a director, briefly, in 1925 and again in 1943. And some recent *rapprochement* may be implied from the fact that of the nine present directors, two are editors — Shawn and Lobrano — and Truax, former treasurer, now works on the editorial floor. Three are "family"—Raoul and Peter Fleischmann and Stephen Botsford—and three are veteran business getters and managers—Bowen, Russell and Spaulding.

(While Fleischmann-Shawn relations are not chummy, they exist. The Publisher drops no memos to the Editor. But they converse in the elevator between floors and at Board



# WHAT'S GOING ON IN OKLAHOMA?

## OKLAHOMA IS GROWING!

### *New Roads to Bigger Sales.*

Oklahoma City leads the nation in miles of intra-city expressways built during the past 10 years. Another 70 miles of 4-lane urban right-of-way has been paid for and construction is partially completed.

Oklahoma's Turner Turnpike is the nation's most modern highway—88 curveless miles of 4-lane, limited access highway with no grades over 3 percent. A 98 mile extension to Missouri is now under construction, and two more, one to Kansas and another to Texas, are authorized.

These new roads represent hundreds of millions of dollars of spendable income added to Oklahoma's economy. Make sure those dollars are spent for your products by telling *all* Oklahoma about them in the newspapers that *sell* all Oklahoma.

THE DAILY OKLAHOMAN  
**264,593**  
LARGEST SUNDAY  
CIRCULATION IN  
THE SOUTHWEST



**THE DAILY OKLAHOMAN**

**OKLAHOMA CITY TIMES**

Published by The Oklahoma Publishing Co. • The Farmer-Stockman  
WKY-Radio and WKY-TV • Represented by The Katz Agency, Inc.

meetings. Fleischmann calls Shawn "a gentle fellow, who never says anything as strong as damn.")

Still there's evidence that the spirit of Ross prevails. When Shawn heard that the business side wanted to publicize the 30th anniversary he said something stronger than damn. Truax (who used to manage to see Ross when Fleischmann couldn't) was polite and vague and not to be quoted. He permitted me to infer that "relations" are closer now. But instead I think that this means only more infighting.

The twin births of 1,560 weekly issues have not been easy. Advertising delivers its half every Friday afternoon and Editorial every Monday, for an issue (printed since 1928 at Conde Nast Press in Greenwich, Conn.) that appears on Thursday, dated Saturday. . . . Advertising, on the 17th floor (OXford 5-1515) sends up its dummy to Editorial on the 19th (OXford 5-1414). Soon thereafter, say Joe Russell and Howard Baldwin, advertising manager, Editorial phones to "raise hell about some ads."

### Advertisers Watch Manners

Ross "wanted to get out a magazine that you would welcome into your home as an old friend," they explain. The advertisers should watch their manners, too. "Even at the start, when we were down to three pages an issue—one of them unpaid," Fleischmann recalls, "we all agreed on standards of advertising that would be pleasing to the reader. Ross didn't like some ads, and his department prevailed. Certain products, such as feminine hygiene, we never solicited at all because there was no tasteful way of describing the product. . . . One of the best ways not to get advertising is not to go after it!"

"I was a babe in the woods then," Fleischmann explains. He knew more about baking bread than making magazines. His father Louis had done well in the baking business. His uncles Charles and Max had founded Fleischmann's yeast in Cincinnati, and he himself was running what he described as "a damn good bakery." The \$25,000 he put behind the brainchild of Harold Ross he regarded as a "modest sum" to introduce him to a rather interesting new hobby. For nine months after *The New Yorker* was launched, he kept on baking.

But he soon learned that a weekly magazine may eat up capital faster than a kid can devour bread and jam. What the novices needed, or in any event got, were "consultants." One

of them, John Hanrahan, later became the magazine's first promotion manager. Hanrahan won Fleischmann's ear, and became the special *bête noire* of Ross. . . . To me Ross once blamed Hanrahan for insisting that the magazine be a weekly, when as a monthly it might have made money from the start, and for the \$650,000 which over eight years *The New Yorker* poured into Hanrahan's ill-fated *Stage*.

But it was Hanrahan who persuaded Spaulding and Bowen, in April 1925, to give up good jobs to peddle *The New Yorker*. And it was Hanrahan, Fleischmann adds, who "took me up on the hill and showed me the view . . . the market possibilities."

### Circulation Dropped

"*The New Yorker* was two months old then, and expiring fast. We had some good people and some good contributors (for nearly two years the names of several Thanatopsians appeared *en masse* on the masthead), but we didn't know how to get the best from them. The magazine stank." . . . The initial circulation of 15,000 was rapidly sinking to 3,800.

"In May things had become so bad that we debated for eight hours as to whether or not we should kill *The New Yorker*."

"Finally, we agreed to see it through the summer. Ross laid aside his best stuff to print after Labor Day. Then we ran a newspaper campaign to win advertisers and readers. . . . Gradually, we began to get both."

Raoul Fleischmann would say little about his own contributions. He started to tell me "something important" he had initiated editorially, and then checked himself.

Once he sold advertising. At Williams College he had met George Washington Hill, who later succeeded his father Percival Hill as president of American Tobacco Co. He dropped down to 111 Fifth Ave., found G. W. Hill "pleasant and cooperative," and came out with a 12-page contract for Lucky Strike.

"Luckies' copy was more restrained then," he says. "I believe all they said was 'It's Toasted.' . . . Later, when Mr. Hill got rough, with such themes as 'Reach for a Lucky instead of a Sweet,' we turned sour on it."

The one time Fleischmann personally rejected copy, however he went to an old friend, Daniel P. Woolley, vice-president of Standard Brands. "Woolley was the godfather of my son. I had to tell him we couldn't continue to take Fleischmann's yeast

advertising!" (The theme was "Yeast for Health.")

"In one year," Russell explains, "we turned down more than \$100,000 of cigaret copy alone on unacceptable claims." Whole classifications, from halitosis and hormones to depilatories, are barred. So are many competitive and exaggerated claims. And beyond this, say Russell and Baldwin, "everything you might read is subject to strict Editorial scrutiny."

The possibility that the editorial people today may be "more reasonable" than was Ross is "offset by the fact that there's a lot more advertising for them to criticize."

A *New Yorker* artist for example, may draw for an advertiser, if he does not use "*New Yorker*" characters. But not long ago Chas. Addams turned out a familiarly gruesome group (through Sullivan, Stauffer, Colwell & Bayles, Inc., advertising agency) for Lever Brothers Co. Editorial turned thumbs down on it and Advertising had to reimburse the agency for the \$750 it had paid Addams.

### Editors Are Critical

Editorial criticism of advertising may be getting more severe. In 1951 a publisher ran a small ad in the magazine for a brochure, "Time Out for Mental Digestion." The headline was, "Be a Much Better Executive for \$1." But last year, on the reasoning that it takes more than \$1 to improve an executive, Editorial insisted on making the caption simply, "Be a Much Better Executive."

Russell and Baldwin could recall 18 times in 1954 when Editorial "objected violently." Seventeen times Editorial opinion prevailed. In the 18th the advertiser, B. Altman & Co., used tiny cartoons on its page opposite "Talk of the Town" which were vaguely similar to the cartoons in that department. For once Advertising stood fast—and prevailed.

In its editorial material, too, *The New Yorker* continues to make life tough for some advertisers. Three decades ago Ross set out to create a magazine.

" . . . to reflect metropolitan life, to keep up with events and affairs. . . . to be gay, humorous, satirical, but to be more than a jester."

" . . . It is not edited for the old lady in Dubuque. It is not engaged in tapping the Great Buying Power of the North American Steppe region by trading mirrors and colored beads in the form of our best brands of hokum."

Simply by saying things satirically





## AUGMENTER EXTRAORDINARY

● Noah Webster's book defines an augments as "one who or that which augments—enlarges, increases in size, amount, or degree; makes bigger."

That describes what Town Journal does to a 'T'!

Increasing the size of the audience reached can be a real problem for big advertisers. If the list is large, much if not most of any added circulation is likely to be only another approach to substantially the same audience. Town Journal has demonstrated an

extraordinary ability to reach out and bring in important *new* customers in quantity at low cost. Literally, it's like buying two and one half million circulation at about half price!

The how and why of this is easy to understand. Town Journal majors among small town and rural families. It competes with neither farm nor urban media, complements both.

Couple this with Town Journal's unique ability to deliver high readership ratings among both men and women in the prosperous Country-Side market and it becomes easy to see why an ever-growing number of the nation's leading advertisers are buying Town Journal.

### THE LARGER YOUR LIST THE MORE YOU GET FOR YOUR MONEY WHEN YOU ADD TOWN JOURNAL

Total Gross Circulation of your List of Urban Magazines	Size of Urban Magazine Required to Add Same Amount of New Circulation as TOWN JOURNAL
10,000,000	2,203,000
15,000,000	2,412,000
20,000,000	2,446,000
25,000,000	2,496,000
30,000,000	2,615,000

TOWN JOURNAL has a low base rate per page per thousand. Unlike other magazines, TOWN JOURNAL concentrates among countryside families. That is why TOWN JOURNAL, with 1,600,000 circulation, adds new readers like an urban magazine with 2½ million circulation at about half the price.

Source: Farm Journal—Town Journal Research Department

## TOWN JOURNAL

THE MAGAZINE TOWN FAMILIES DEPEND ON

Published by Farm Journal, Inc., Philadelphia 5, Pa.

GRAHAM PATTERSON, Pub. RICHARD J. BABCOCK, Pres.

(ADVERTISEMENT)

## Shifting Bulges May Bring "New Look" to Building Market

Remodeling and repair as well as light industrial  
and commercial construction may soon bulk  
bigger than home building

One might never guess it from conversations with "big" builders, or from a look at the booming figures on January housing starts, but many building industry leaders detect grounds for viewing 1955's optimistic construction forecasts with reservations—as to type of activity ahead if not as to dollar volume.

Current issue of the *Red Letter of the Building Market* a confidential building industry analysis by the editors of *Practical Builder* and *Building Supply News* magazines points out that there are many indications that the vast light construction segment of the building industry will begin to reflect variations in the character of its activities, perhaps as early as the last quarter of 1955.

New residential construction, estimated at \$15.3 billion, say the experts, may begin to taper downward, in anticipation of which manufacturers will need to be alert to the usefulness of their products in other branches of light construction, such as the rapidly expanding commercial and industrial building activity and the huge remodeling and repairs market.

While the *Red Letter* points out that no one predicts an immediate or a drastic change that will be felt for any prolonged period, the astute building product manufacturer and the far-sighted contractor-builder alike need to be alert to signs of changing volume emphasis and prepared to adjust their operations to them.

### Home Ownership No. 1 Goal

Home ownership continues to be the most appealing goal of the majority of our nations families, the *Red Letter* says. Attainment of this goal was made possible largely by the ingenuity of building products manufacturers who developed materials, tools and equipment that enabled builders to produce homes and related structures at costs that brought them within the purchase imagination of the average family, and at the same time,

made their financing attractive to Government and private capital.

The problem of all concerned, the *Red Letter* declares, is to maintain a forward look and a forward march. Home ownership needs to be fostered as the family goal, and manufacturers, builders and financing groups must combine to work together to make home-building profitable, home-ownership attractive, and home-financing a desirable investment.

The "average" builder who is the real backbone of the industry, the *Red Letter* points out, must become a better merchandiser. He faces increasingly stiff competition from mass and mobile housing facilities, as well as from motor car manufacturers and other aggressive bidders for the consumer's cash and credit dollar.

### Biggest Boom Still Ahead

Manufacturers and builders, alike, must be prepared to utilize the factors of expansion, improvement and obsolescence in their promotional planning. Today's continuing structural and appliance improvements make a 10-year old home as obsolete as a 1951 automobile.

Paraphrasing the current *Red Letter's* concluding paragraphs, "we will continue to have an appealing and attractive multi-billion dollar light construction industry for some years to come, but the next few years will likely see a re-arrangement of its bulges—this as a forerunner of what promises to be the biggest building boom of all, starting in the 1960's.

The editors of *Practical Builder* and *Building Supply News* are conditioning their readers for this era of change and expansion, to the progress and profit of their industry which plays such an important part in the economic health of the nation.

*Executives desiring to receive personal copies of the Red Letter of the Building Market regularly, may do so by addressing Red Letter Editor, 5 South Wabash, Chicago 3, Illinois.*

as "it" or individual writers see them has made the magazine suspect. Lately the magazine has "crusaded" for nothing of more import than taxicabs shorter outside and higher inside. But advertising staffers say that "some advertisers think *The New Yorker* is Communist!"

Over the years the magazine has been slightly disrespectful of almost everybody who is Anybody, from fellow publishers such as DeWitt Wallace, Harry Luce and Robert R. McCormick to Henry Ford, Joseph Duveen and Ernest Hemingway. The Advertising Department still pours balm on injured egos. It is only now recovering from A. J. Liebling's three-part profile in 1952 of a city called Chicago. Lately it has worked overtime to soothe Italian advertisers, irked by Richard H. Rovere's piece in the Jan. 1, 1955, issue, "See Naples and Drop Dead."

### International Impact

In its impact today, *The New Yorker* stands higher than 72nd. A recent spot check produced in one month 618 quotes by other publications from *The New Yorker*.

This journalistic effort to "reflect metropolitan life" today draws readers from coast to coast and beyond the seas. Of the 385,000 circulation 71% is subscription (\$7 a year in the U.S.) and 29% single copy at 20 cents. Advertising-wise, but not editorially, the magazine publishes two editions. Twenty-seven percent of circulation is reached by the New York edition, for the metropolitan area, and the rest by the national edition.

Renewals appear to be painless. Not since 1928 has the magazine "campaigned" for circulation. Only once a year, before Christmas, does it cut the \$7 rate to \$6. (The "news" companies despair over its lack of point-of-purchase zeal.)

As a reader convenience, a filler ad with a subscription coupon runs in most issues. Toward renewal time a subscriber gets one or two letters. The first, eight weeks before expiration, explains that the subscription will expire on the date shown on an address stencil on an enclosed card: "We hope that *The New Yorker* has given you pleasure and that you will want to continue to receive the magazine each week without interruption. To assure this, may we ask you to return the card with your check at your early convenience?"

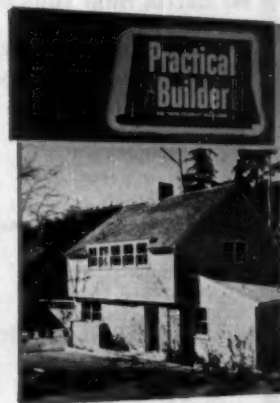
If he doesn't come across, the magazine gets a bit tough:

"... To avoid interruption of service in the event you have decided

# This way to BUILDERS who are BUYERS

Says a Minnesota advertiser (name on request): "We consider the light construction market a prime target for our sales messages. In checking our inquiry tabulations for this field, we find that more inquiries have been received from Practical Builder than from any other building publication."

It's simple, straight-line thinking: as a building product manufacturer, you want your advertising dollar not merely to go places but to go to the right places. You are interested not in vague, misty "buying influences" but in an audience that makes dollars-and-sense: an audience made up of builders who are buyers. And that's precisely what you get in **practical builder**. Now, with aggressive promotion plans for the year ahead, will you be content with an advertising program that gives you only a slice of the light construction market? Not at all! You want all of it. And that's what you get in PB: the largest builder-circulation, the largest builder-readership, the largest builder-buyership, at the lowest cost. Remember: you buy all when you buy PB. So why settle for less?



...of the light  
construction industry



# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

## NO MATTER WHAT YOU CALL THEM

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

## NO MATTER WHERE YOU FIND THEM

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

## THEY ALL HAVE

## ONE THING IN COMMON —

## FAST SERVICE

To effectively reach this  
specialized market specify  
**FOUNTAIN & FAST FOOD**  
for an advertising schedule

## FOUNTAIN & FAST FOOD

*the magazine serving counter  
and fountain restaurants*

**386 FOURTH AVE.  
NEW YORK 16, N. Y.**



to resubscribe, it is important that you fill out the enclosed card and mail it to us with your check at your earliest convenience."

Renewals have long been above 70%. The current 77% may be the highest among magazines. In the ABC report for June 30, 1954, subscription sales rose 10% from the year before.

The 113,426 average single copy sales were 3.2% more than the previous year. Newsstand returns average 8%.

The editors have never made a survey to learn what readers read or "want." (Ross was always too busy trying, and failing, to please himself.) Although the Advertising Department has used Starch reports, it makes little capital of them. (These reveal high cover-to-cover "noting" and "read most" of black-and-white and color ads, with women somewhat more conscientious about it than men.)

Less a bone of contention today, it's said, are editorial-advertising space ratios. Throughout the year editorial runs about 40% and advertising 60%. But despite all efforts for more summer and year-around advertising, business still peaks in the fall. An uncounted amount of advertising could not be carried last December—when one issue reached 68.75% advertising.

The year's volume in fact is now near theoretical limit. When in 1953 it reached 3,971 pages, the "ceiling" was set at 4,150. This was exceeded in 1954 by 36.16 pages. Somehow, in 1955, the national edition may crowd in 8% and the local edition 16% more. But the magazine is rationing such classifications as wine and liquor, advertising media, and mail-order.

## Selected Targets

The list of 57 "target" accounts for this year includes such retailers as Gunther Jaekel, Lewis & Conger, R. H. Macy, McCutcheon's and W. & J. Sloane. (Although not a listed "target," Joe Russell laments the absence of Brown-Forman's Old Forster bonded bourbon.) Others range from rail and air carriers and automobiles to beer, book publishers, foods (Campbell Soup and Jell-O), office appliances, perfumes, silverware and textiles.

"A target account," Howard Baldwin tells the space salesman, is one which offers "top quality and is a pace-setter in its field, adds prestige to our advertising columns, and has large advertising potentials." But, he adds, "any good account that should be in *The New Yorker* and isn't, is a worth-while target."

Some on the list are "institutional," such as Alcoa and Watchmakers of Switzerland. Seven are former accounts that "should" be back: Boeing Airplane, Forstmann woolens, Minneapolis-Honeywell, Monsanto Chemical, National Insurance Co. of Vermont, W. & J. Sloane and Wallace Silversmiths. Three are advertising agencies: N. W. Ayer & Son, Inc., J. Walter Thompson Co. and Young & Rubicam Inc.

Of the 34 target accounts last year, 18 were sold.

Whenever such a happy event occurs Russell rings a hypothetical ship's bell and presents a Eustace Tilley tie clip to the man . . . or an E. T. charm, should the salesman be a lady.

(Eustace Tilley is the monocled dandy whom Artist Rea Irvin drew for the cover of the first issue, and whom Writer Corey Ford christened. Ford had an aunt named Tillie. He added the Eustace for euphony. Mr. T. has appeared on the cover of every birthday issue since.)

## Retail Ads Heaviest

Retailers (who must rely on immediate sales) are the largest of the magazine's 25 advertising groups. With "direct by mail" advertisers, they account for one-sixth of last year's advertising pages. This and four other groups—wine and liquor, travel and accommodations, toiletries, and men's, women's and children's apparel—have long bought more than half of *The New Yorker's* pages.

In the last seven years total pages grew by one-third. Groups which doubled their pages (or more) were men's apparel, aviation, books and music, household furnishings, radio stations, real estate and travel. Beer and smoking materials ("because of copy rejections," says Russell) showed the biggest declines.

General advertisers who have put *The New Yorker* in their program annually for 29 to 23 years are General Motors, Elizabeth Arden, Santa Fe Railway, Canada Dry, RCA, General Foods, United Air Lines, Cunard Steamship and General Electric. Retailers advertising the full 29 years: Abercrombie & Fitch, B. Altman, Bergdorf Goodman, Brooks Brothers and Saks Fifth Avenue.

Some advertising agents who saw potentials early were Harry Batten, now chairman of N. W. Ayer & Son; Paul Hollister, then with Batten, Barton, Durstine & Osborn; Stanley Resor, president of J. Walter Thompson Co., and the late Arthur Kudner of Erwin, Wasev & Co., Inc., and then Kudner Agency, Inc.

## SALES MANAGEMENT

Among 200 agencies that bought space in the magazine in 1954, Thompson stood first with \$317,399, followed by Ogilvy, Benson & Mather, \$282,064; BBDO, \$281,241, and Ayer, \$244,946.

Should you see a display that announces "Advertised in *The New Yorker*," you may be sure that the magazine did not lift a finger or a dime for it. In other words, its "merchandising" for advertisers is modest indeed. The present policy, as recently outlined to the advertising salesmen, emphasizes:

1. Letters about *The New Yorker*, with a copy of the magazine, "are sent only to an advertiser's staff." The magazine "does not make mailings . . . to any other part of the advertiser's sales machinery to the consumer."

2. The magazine will give "a reasonable number" of such letters and copies, and *New Yorker's* "Why" folders, to advertiser's own sales people—the number to be decided by the magazine's representative on the account on the basis of the advertiser's "actual needs." On any large number Howard Baldwin has the say as to the "actual value" to the magazine.

3. In no case will we make mailings on *The New Yorker* letterhead at the expense of the advertiser . . .

4. An advertiser may buy and distribute copies of the magazine to whomever he wishes. For his convenience such mailings may be "made in *New Yorker* envelopes from our office."

5. Long-standing advertisers may use the "Why" folders "at their own expense . . . in any quantity."

Salesmen are warned against requests from occasional advertisers who may want to exploit *The New Yorker*—and themselves: "We must refuse to be a party to any such transaction . . ."

### Promotion Modest

*The New Yorker* has sought to make ideas do more than dollars in attracting advertisers. Ratio of promotion to net advertising dollars was a modest \$42,000 to \$1.6 million in 1930; \$62,000 to \$1.8 million in 1935; \$45,000 to \$1.7 million in 1940; \$71,000 to \$3 million in 1945; \$156,000 to \$5.3 million in 1950.

L. Philip Ewald, promotion manager, shows that the 1954 promotion budget of \$200,000 was divided: \$75,000 for commissionable space; \$25,000 for direct mail; \$75,000 "complimentary" copies of the magazine (to 7,500 prospective and present advertisers) and \$25,000 for other purposes (which include, says

Phil, "lunches, public relations, etc.") The over-all budget for 1955 is expected to be larger. *The New Yorker's* advertising account has just been placed with Anderson & Cairns, Inc., New York . . .

Let's look now at *The New Yorker* Representative.

In contrast with the prevailing dinginess of the Editorial floor, the Business Side has been spruced up. Trim young men (and women) greet you with cheerful smile. (Russell and Botsford frowned at my suggestion that tomorrow's vice-presidents were picked bodily out of Brooks Brothers.)

Actually, the Business Side embraces, among others, five corporate officers, two consultants, six advertising executives, 14 "specialists" on advertising classifications, four territorial representatives in the East and four in the Midwest, one in Los Angeles and one in London. (They come in assorted ages, sizes and even sexes, but the men at least look Brooksy.) Then there are representative firms: Blanchard-Nichols, Inc., reaches from Texas and Denver to British Columbia, Baja California and Hawaii, and Blanchard-Nichols-Osborn from North Carolina and Puerto Rico to this side of El Paso.

### Salesmen Don't Quit

In the decade since World War II the magazine has hired 15 persons for selling and such "related" functions as promotion and research. This averages out to 1½ a year.

The criteria for their selection I found somewhat confusing. Russell says, "We prefer to hire people who have not had experience in magazine selling." In the next breath he mentions graduates from *Harper's Bazaar*, *Social Spectator* and *True*, who apparently are pushing *The New Yorker* to new highs. But he proves his point with a former marine paint salesman who now handles men's wear; an ex-ad agency lady selling book publishers, and a merchandising manager for Breyer's ice cream, Philadelphia, now on the Midwest sales staff.

The 15 additions, I believe, are net. In this decade nine *New Yorker*ites resigned, three retired, two died and one was fired. He apparently couldn't get anywhere on his own.

"We have," explain Russell and Botsford, "a group of individualists. We don't make them punch a clock. We don't follow them around, nor ask them how and where they spent the day."

Staff meetings are rare. Eighteen months ago the wall between Russell's and Baldwin's offices made way for a

sliding partition. This double office would just about hold the crowd. But in 18 months only six meetings have been held, and these embraced only the eastern people.

The secret of "sales control," however, lies in call reports. These come in four colors. Yellow is for a "first call." White denotes follow-up call on agency, and pink follow-up on advertiser. Blue is an "action report." It brings help from an executive and/or another salesman familiar with the account.

Each report is read by several of the brass and by Raoul Fleischmann. "It tells us," Russell explains, "how the man is doing on each account. It helps us to help him."

### Bonus Set-Up

A lot of people would like to sell *The New Yorker*. To them, Joe Russell says, it means "prestige and security." With the latter he puts "freedom to develop on their own" and "opportunity." As magazines pay, salaries are middle-bracket, but are adjusted to cost of living. In addition, all executives and advertising representatives share annually in profits. The last bonus was 20% of annual salaries. It was declared December 1. (Including bonus, at least 75% of the salespeople earn five figures.)

On Bonus Day the business people also learned how much they were going to be "raised" for 1955. Raises are determined jointly by Fleischmann, Botsford and Russell on the basis of an individual's "contributions" to *The New Yorker*. These are partly intangible. Although all salesmen have "target" accounts, they don't work under quotas.

The only salary cuts in depression 1932, were restored early in 1933. And except in 1942, when sudden wartime restrictions curbed travel, imports and other things, including paper supply, bonuses have been paid every year since 1928.

Raoul Fleischmann thinks there is room and opportunity for the magazine to grow: More and better advertising will depend on the *esprit de corps* of the sales force and the continued vitality of the product.

After 30 years he finds that the operations have become smoother. "We're working now for a smooth transition as the older people retire and the younger ones take their places . . . But we don't want things to get too smooth. We haven't had a chance to get smug, and we hope they won't either. We hope they'll struggle just as hard to make and sell a better magazine."

The End

# Pay-Off to Market Development: 55 Million Tubeless Tires in '55

B. F. Goodrich launched the tubeless tire just six years ago: By 1954 it had sold 3,000,000 tires. Then boom: The auto industry accepted the new tire as standard equipment.

**BY JOSEPH A. HOBAN**

*Vice-President Replacement Sales, The B. F. Goodrich Co.,  
Tire and Equipment Division*

Adoption of tubeless tires by all the nation's leading automobile manufacturers as standard equipment on 1955 automobiles has brought about a dramatic change in the tire industry. By the end of the year, it will also have brought about a dramatic change in the thinking of millions of motorists, discovering for the first time the advantages of riding on tubeless tires.

Approximately 55 million tubeless tires will be produced this year to supply new automobiles and to replace tires on older cars. This represents an increase of about five times last year's tubeless tire production. Current projections indicate that the original equipment market will account for 31.8 million tubeless tires; the replacement market, the remainder.

## **Revolutionary Product**

These estimates are all the more remarkable when you consider that the first tubeless tire was put on sale only six years ago. At that time, it was a revolutionary product, and represented realization of a goal sought by tire engineers since the day the first inner tube blew out on the first horseless carriage. There were those at B. F. Goodrich who predicted, right from the start, that the tubeless would eventually replace the tire-and-tube combination—that this development would mean literally changing the nation's tires.

The motoring public, however, greeted the tubeless tire with skepticism. The automotive industry, although pleased with the smoother ride made possible by the tubeless tire's lighter weight adopted a wait-and-see - what - happens - to - it attitude. Other rubber companies told their employees that the tube-

less tire was a "sales gimmick." Even some of our own dealers were not overly enthusiastic at the prospect of selling and servicing a product which had no built-up consumer acceptance.

To break down this resistance, an intensive campaign was devised to sell the tubeless tire concept to the American public. It encompassed all phases of marketing, including some techniques that had never been tried in the day-to-day business of selling tires.

## **Big Competitive Edge**

The campaign, still going ahead at full steam after six years, has: (1) sold more B. F. Goodrich tubeless tires than all other makes combined; (2) helped to give the company a big competitive edge by strengthening its 30,000 tubeless tire dealers; (3) helped to bring about the acceptance of tubeless tires as standard equipment on 1955 automobiles.

Three years went into development of the tubeless before it was ready for presentation to the company's sales and advertising people. Extensive tests had proved that the tubeless tire, because it eliminated inherent inner tube hazards, provided unparalleled blowout protection. At Sales' suggestion, a puncture-sealing feature was devised and built into the tire. Result: a tire with an exceptionally strong appeal to motorists, a tire that automatically sealed punctures, protected against blowouts and had no inner tube to cause worry.

Following the first announcement of the tubeless tire on May 11, 1947, the business research department stepped into the picture. For the first time in the history of the

industry, it was decided to market a tire regionally. The Cincinnati district was selected as the testing ground because:

1. It is 200 miles from the company's home base, Akron — close enough for service and maintenance men to cover, but far enough away to be out of the company's "sphere of influence."

2. It covers half of Ohio, most of West Virginia, the state of Kentucky and part of Indiana.

3. It has city streets, hills, mountains, winding roads, rough roads—practically every kind of driving condition found throughout the nation.

## **"Would You Be Afraid?"**

Months before the tire was launched in Cincinnati, researchers fanned out into all sections of the district to conduct personal interviews with car owners. They asked such questions as: "Have you ever heard of a tubeless tire?" "If a tubeless tire were offered for sale, would you be inclined to buy it?" "Would you be afraid to ride on a tire without an inner tube?" Reactions varied but they convinced us that people were interested. Youth generally was eager to see, and hear and know more about the new tire. The principal play-backs were, of course, used as the basis for advertising copy. People wanted to know how the tire held air, how it could be held on the rim of a wheel, and whether it was as safe or safer than the tire-and-tube combination.

The new tire was first offered for sale in the Cincinnati district Jan. 22, 1948. Newspaper announcement advertisements were straightforward direct selling and not at all pretty. Headline featured the fact that the tire had no inner tube, that it sealed punctures and was tested and proved. Rather long copy explained how the tire worked.

Four studies were later made by Business Research Associates, Inc. There was a readership report on newspaper advertising to determine the effect of the advertisements on the public's awareness of the tubeless tire, acceptance of it, and the price people would be willing to pay for it.

A survey of purchasers of the new

**SALES MANAGEMENT**





## What ever happened to the man with the hoe?

In 1899, Edwin Markham wrote about him in a long poem that made Mr. Markham famous—and everybody else sorry for the poor downtrodden tillers of the soil.

Matter of fact, the only man with a hoe you are likely to see these days is getting a workout in a suburban garden, or chopping cotton in the far South. As the symbolic farmer, he is as out of date as the pitchfork, chin whiskers and the celluloid collar.

The hoe-man's grandson is probably driving a \$3,000 tractor, equipped with both a spotlight and radio receiver; and dragging a gang plow that turns over more earth in a day than Grandpa did in a season. And in the barn there's a smaller tractor for lighter chores.

WORLD WAR I started the trend of farm workers to the factories, and of factory methods to the farm. Machinery has more and more replaced muscle. The horsepower on American farms today is far in excess of the 1918 peak of 27 million horses and mules.

Fewer men work fewer acres, fewer hours, produce more. Man output per hour has doubled in the last twenty years. And more efficient farming has brought better incomes, as well as better living, to farm families.

Mechanical power is also an index of good farmers. Of 4,130,000 tractors used on farms in 1953 (garden tractors



excluded), almost 2,500,000 were in the fifteen Heart States which produce two-thirds of the country's foodstuffs—and where SUCCESSFUL FARMING has most of its 1,300,000 subscribers. The SF farm averages 1.44 tractors.

Three out of four SF subscribers are in the top 39% bracket that gets

88% of the national farm income. The average cash income from farming of the SF subscriber is just under \$10,000. This magazine alone reaches a bloc of buying power equivalent to another national suburbia.

With higher incomes, the SF farm families are spending more—especially on their homes; and are good customers for central heating, new bathrooms and kitchens, all appliances, furniture and furnishings; every home convenience, and luxuries and travel.

For fifty years SUCCESSFUL FARMING has been serving Heart States farm families, has helped them make money, save money, live better; and has earned a degree of respect and confidence that no general medium can possibly have with this farm audience.

To find quality customers, and to balance national advertising schedules in an important segment of the national market where general media are weak, you need SUCCESSFUL FARMING. Any SF office can tell you more.



MEREDITH PUBLISHING COMPANY, Des Moines...  
offices in New York, Chicago, Detroit, Philadelphia,  
Cleveland, Atlanta, San Francisco, and Los Angeles.

Is there enthusiasm for  
your product at the

## Retail Level?



**ACB Newspaper Research Services**  
will tell you ... how much ...  
where ... from which dealers

● The great bulk of all branded goods is sold through retail stores located in the 1393 cities in which daily newspapers are published.

ACB can tell you what retailers are pushing your brand by advertising it locally in their daily newspapers—give you complete details in report form—supplemented if you wish, by actual tear sheets.

And at the same time, your ACB report can tell you what support your competitors' dealers are putting back of the lines they handle.

Watch mass retailer enthusiasm through ACB Reports! It's at the retail level that your brand moves forward or slips back. It's at the retail level that your promotion effort can bring rich returns.

ACB offers 14 important services based on newspaper research. These services have the utmost flexibility. You can have them cover the entire country or a single city. You can order these services continuously or intermittently.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

### ACB SERVICE OFFICES

79 Madison Ave. • New York 16  
18 S. Michigan Ave. • Chicago 3  
20 South Third St. • Columbus 15  
161 Jefferson Ave. • Memphis 3  
51 First St. • San Francisco 5



The  
**ADVERTISING  
CHECKING BUREAU  
INC.**

### JOSEPH A. HOBAN

Joseph A. Hoban, vice-president, replacement sales, B. F. Goodrich Co. Tire and Equipment Division, joined the company as a tire salesman in 1919, following service as a Naval officer in World War I.

He was successively named to these sales positions: assistant manager of the company's Cincinnati district; manager, Pittsburgh; zone manager, Chicago; merchandise manager, the company's retail division; manager, the automobile tire department; manager, retail sales; general manager, tire merchandising.

Hoban was appointed to his present post in June 1953, when the Tire and Equipment Division was established.

He is a graduate of St. Xavier University and the University of Cincinnati where he received an LL.B. degree.

tire was conducted to determine their experience and opinion. We learned that the advertisements were about average in readership. About five times the number of persons knew about the tubeless tire after the ads had run compared with the number who knew about it five months earlier from news announcements released in the territory; nearly three times as many knew it sealed punctures; four times as many correctly identified the tire with B. F. Goodrich.

Although there was a big gain in knowledge, there was only a slight gain in acceptance, from 49% to 52%. The user survey showed that it took only a few short miles of driving on this tire to convert drivers once and for all to the tubeless. The company survey showed that 81% of the users would buy tubeless tires again.

Research also confirmed that the price at the time (\$33 for the 6.70-15), which was more than a regular tire and tube (\$25.20) but less than a premium tire and blowout protecting tube (\$56.25-\$61.10), cut through ordinary price barriers and had appeal for practically all economic groups.

From this early marketing research came a blueprint for the introduction of the tubeless tire, sales district by sales district, right up to the time of the Korean outbreak which brought about a tire scare-buying situation that restricted production and temporarily halted market expansion.

The first national advertisement announcing the tubeless tire featured the now famous spikeboard photograph with the headline, "Tubeless tire that seals punctures invented by B. F. Goodrich." It ran in *The New York Times* and *The Wall Street Journal* Feb. 8 and 9, 1948.

The tubeless tire made news. Millions of people became familiar with it through major articles in *Life*, *Popular Science Monthly* and *Reader's Digest*; movie newsreels; newspaper stories and editorial comments.

B. F. Goodrich concentrated on introducing the tire, district by district, as rapidly as production allowed. Late in 1950, although the tire was not yet distributed over the entire country, tubeless advertising was begun in national magazines. The schedule that year included two one-page advertisements in *Life*, one in *The Saturday Evening Post*, and a two-page spread in *U. S. News & World Report*.

In February 1951, when the national tubeless tire distribution setup was complete, the national magazine campaign moved into high gear. The schedule: one two-color, one-page advertisement and two two-page spreads each in *Life* and *The Saturday Evening Post*; a spread in *Town Journal* (formerly *Pathfinder*), *Time*, and *U. S. News & World Report*; seven one-page ads in *Life*, six in *The Saturday Evening Post*, and one each in *Successful Farming*, *Better Farming* (formerly *Country Gentleman*), *Farm Journal* and *The Progressive Farmer*.

In 1952 when the Life-Saver tubeless tire was introduced, two-page spreads (one page in four-color, the other in black and white) were run in *Life*, *The Saturday Evening Post*, *Farm Journal* and *The Progressive Farmer*. The rest of the tubeless tire schedule that year included five one-page, four-color advertisements and three one-page black and white advertisements in *The Saturday Evening Post*, and seven one-page black and white ads in *Life*.

The rest of the tubeless tire schedule that year included five one-page, four-color advertisements and three

one-page black and white advertisements in *The Saturday Evening Post*, and seven one-page black and white ads in *Life*.

*Holiday* was added to the tubeless tire schedule in 1953. That year one full-page and two half-page advertisements were run; in 1954 three one-page ads were scheduled. *Time* carried three one-page ads in 1953 and two one-page ads in 1954. The *Life* schedule was 13 one-page black and white advertisements for 1953 and 1954, while *The Saturday Evening Post* had 12 one-page black and white ads in 1953 and 13 in 1954. The schedules for *Better Farming* (then *Country Gentleman*), *Farm Journal* and *The Progressive Farmer* were the same for 1953 and 1954, three one-page advertisements each. *Sunset's* schedule for 1953 was a page and two two-column ads in black and white; in 1954 it was three one-page black and white ads.

With the exception of 1953, tubeless tire newspaper advertising lineage has grown steadily. In 1948, the year the tubeless went on sale, B. F. Goodrich placed approximately 20,480 lines of tubeless tire advertising on a national scale. No figures are available on the number of tubeless tire retail ads placed by local dealers on their own. National lineage estimates for the following years: 30,978 in 1949; 158,898 in 1950; 159,360 in 1951; 739,200 in 1952; 191,001 in 1953; and 978,421 in 1954.

### Go National at Once

On April 1, 1952, the company introduced—nationally with no regional leadup—a new Life-Saver tubeless tire which had a new high-traction-tread design. The improved traction and resistance to skids was brought about by 10,000 tiny grip blocks in the tread which, when brakes are applied on a wet road, wipe so dry a match can be lighted on the track this tire leaves. National magazine advertisements which announced the Life-Saver showed a man lighting a match in just that way.

Through the advertising-impact studies of Gallup & Robinson and the Starch reports (Daniel Starch & Associates, Inc.), we have learned the value of repetition. In August 1951 we published in *Life* an advertisement featuring two close-up photographs, one showing a damaged regular tire blowing out with a bang, and the other showing a damaged B. F. Goodrich tubeless going down with a "s-s-slowout."

The G-R study gave this advertisement the highest score of any tire ad it had run across. The Starch report showed that on a cost basis for men readers it ranked first of all advertisements in the publication on the "noted" factor, first on "seen-associated" and fifth on "read most." So the ad was rerun in *Life* three months later, and again in September 1952, 13 months after the first run. On both insertions it was "noted" by more men readers per dollar than any other advertisement in the magazine.

### How to Use TV

B. F. Goodrich is one of television's pioneer network advertisers, having started with *Celebrity Time* in 1949. In September 1952, the company dropped this show to co-sponsor Burns and Allen, with Carnation Co. Commercials are divided: two for BFG and one for Carnation one week; two for Carnation and one for BFG the following week. This arrangement gives the company a chance for at least one full tubeless tire commercial just about every Monday evening. The Burns and Allen show is currently seen on 105 stations.

The tubeless tire first appeared on television Oct. 1, 1950 as a cut-in commercial on *Celebrity Time* in the areas where the tire was on sale. This system was followed every week through Jan. 28, 1951. On Feb. 4, 1951, the tubeless tire was announced nationally on full network and appeared in at least one commercial every week throughout that year. From the time the tubeless "went network," until the beginning of this year, it appeared in commercials on all but seven *Celebrity Time* shows and all but three Burns and Allen shows. Last year the tubeless was featured on all but seven Burns and Allen shows.

The realistic photographs and factual statements that have showed up so well in space advertising research have played a prominent role in the success of the television commercials. On the Burns and Allen show the tubeless tire is demonstrated in millions of living rooms each Monday night. People see the puff of dust and hear the bang as a tire with an inner tube blows out and the rim hits the road. They hear the slow escape of air when the B. F. Goodrich tubeless has a "s-s-slow-out." They see the tire roll over spikes without going flat. They see tubeless tires stop an automobile on wet roads a car-length sooner than other tires.

## The Daily Newspaper retains...



## advertising leadership in a changing world

Ours has been a unique observation post of advertising.

For more than 30 years ACB has read every daily and Sunday newspaper advertisement published in the U. S. When ACB started this job, the headlines were telling of General Pershing's appointment to high command in World War I.

Since that time electronic advertising media have been invented and come into common use. Competitive printed media has, during that time, made an impressive growth. But during all this time the daily and Sunday newspaper has grown still faster in circulation and advertising, until now more advertising runs in the daily newspapers than in all other media combined. There are 45 million families in the U. S., but 54 million newspapers are sold daily. More newspapers are sold than bottles of milk!

### Why Newspaper Linage Grows

From ACB's unique observation post we have seen some of the reasons why this growth in newspaper advertising... the ability to name the local store... the ability to step up dealer distribution and cooperation... the ability to select the most productive markets.

Our reading in behalf of the daily newspaper publishers led us into Newspaper Research Services for merchandisers. See opposite column.

These merchandisers usually ask us to take the jig-saw puzzle of newspaper advertising in 1,393 U. S. cities and put it into one sharp, coherent picture so that they can tell "who" is advertising "what," "where," and just how their own efforts stand in the picture.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices



The  
**ADVERTISING  
CHECKING BUREAU  
INC.**



MEMO TO:

## INDUSTRIAL Sales Executives Facing Hard-Sell Quotas

The latest county-by-county potentials will be published for the industries listed below in this year's **SURVEY OF BUYING POWER**, on your desk May 10—a survey of **INDUSTRIAL** Buying Power available nowhere else.

Food and Kindred Products	Rubber Products
Tobacco Products	Leather and Leather Products
Textile Mill Products	Stone, Clay and Glass Products
Apparel Products	Primary Metals
Lumber, except Furniture	Fabricated Metals
Furniture and Fixtures	Machinery, except Electrical
Paper and Allied Products	Electrical Machinery
Printing and Publishing	Transportation Equipment
Chemical Products	Instruments
Petroleum and Coal	Miscellaneous

Industrial markets have undergone tremendous shifts in the postwar years—bringing sweeping changes in basic market patterns and a need for brand new indexes and new formulas for setting quotas.

That's why . . . in four short years . . . **SALES MANAGEMENT'S** Survey of **INDUSTRIAL** Buying Power has become a basic marketing tool among the country's biggest sellers to industry. A year-to-year guide to industrial potentials, it has no counterpart anywhere, not even in the official Census of Manufactures Records.

Why not make a note now to study the 1955 Survey of Industrial Buying Power thoroughly as soon as it arrives. Read the introduction . . . for a true appreciation of the Survey's research background and techniques. Check the data on your markets against your own sales records and indexes. You may find, like many other companies, that the Survey points the way to bigger and better quotas.

### Watch for it May 10

With the exception of dealer- or plant-sponsored local shows, the company in recent years had not done much radio advertising. However, in the fall of 1953, it opened a public service safety announcement campaign aimed at selling tubeless tires directly to weekend drivers as they listened to their car radios. This campaign, carried on 52 stations, totaled 7,904 one-minute station spots, including a number on a segment of *Weekend*, a two-hour NBC radio feature. In addition to helping to sell tubeless tires, the campaign brought to B. F. Goodrich an Alfred P. Sloan Award, administered by the National Safety Council, broadcasting's top honor for public service in highway safety. Total radio activity last year was 8,411 one-minute spots on 284 stations in 265 cities.

Last year at the beginning of the tire selling "season" the company—as a result of research which indicated that women *do* influence the purchase of tires—startled the industry by presenting the first tire safety advertisement ever addressed exclusively to women. It ran in the June issue of *McCall's Magazine* and was headlined: "Why didn't they think of this before . . . a tire that has no tube to go flat or blow out?" This was backed up by direct mail and dealer promotions pegged to the woman's angle.

#### Eye-Catching Price List

A year or so ago another innovation was incorporated in the advertising prices. Research showed that people were interested in tubeless tires, but thought the price was too high. Therefore, the company replaced its striking news-type lead photograph with an eye-catching price list. This list contained pictures of 16 popular makes of automobiles and demonstrated that the price of tubeless tires for each of them was not so much as the reader might think. At the bottom of the advertisement were three illustrations showing blowout resistance, puncture-sealing and skid-resistance of tubeless tires. Some ads still carry this kind of price list, although not so prominently displayed.

Meanwhile, as the national distribution of the puncture-sealing Life-Saver roared along, another tubeless tire was introduced. This was the Safety-liner, which had the blowout protection of tubeless tires, but not the puncture sealant. This tire was announced July 23, 1952, and put on sale in the Houston district Feb. 26, 1953.

Houston was chosen as the testing ground because its tire selling season starts earlier than in most states. Later, as production allowed, the tire was put on sale on the West Coast. The Safety-liner, priced the same as a first-line tire plus tube, is the original equipment tire being factory mounted on some of the 1955 automobiles. It went on sale nationally last November; national advertisements are now running. The company has also brought out versions of the Life-Saver tubeless under its Hood and Miller brand names.

BFG's competitors were slow to follow with their own versions of tubeless tires. The Firestone Tire & Rubber Co. was first, announcing in 1951 a premium-price tubeless with a diaphragm said to further prevent blowouts. This had limited distribution and was abandoned in preference to a lower-price tubeless without diaphragm in 1952.

#### Follow the Leader

In May of last year, about seven years after BFG had announced its tubeless tire, United States Rubber Co. announced a tubeless tire. Last August, the fourth and largest member of the "Big Four," The Goodyear Tire & Rubber Co., Inc., announced it had developed a tubeless tire.

B. F. Goodrich, granted in February 1952 basic patents on tubeless tires, has filed lawsuits charging both Firestone and U. S. Rubber with infringement of patent rights in the manufacture and sale of tubeless tires. The company had previously offered to license its patents to other tire manufacturing companies.

On July 25 of last year, BFG released a full-page "leadership" advertisement which ran in newspapers in markets of 100,000 or more cars. It said, "B. F. Goodrich tubeless tire is fast becoming America's standard tire," and pointed out that the company had manufactured and marketed more than 3 million tubeless tires since 1948. It also pointed up the fact that there are more than 30,000 BFG dealers who have had five years' experience in mounting and servicing tubeless tires.

Following announcement that the tubeless tire had been adopted as standard equipment on 1955 automobiles, advertisements were run in major magazines explaining how it works and pointing up B. F. Goodrich's role in the invention and pioneering of the tubeless tire.

The End.

## *Now! High Fidelity* error-free, cost-free *dictation with* **MATCHLESS SIMPLICITY**

Comptometer announces a revolutionary new dictation machine that pays-for-itself as you enjoy years of the finest high fidelity, magnetic dictation. Now dictation becomes as easy and natural as talking to your secretary. The amazing lifetime guaranteed magnetic Erase-O-Matic belt can be used thousands of times over again. No expensive discs, cylinders or records to continually buy. The letters you dictate are so error-free...so easy to understand, because of the high fidelity voice reproduction, it makes any typist a secretary. Here truly, is America's finest machine with savings that now bring dictation within the means of every business. Mail coupon for complete information on this compact electronic achievement by the makers of the world renowned Comptometer Adding-Calculating machine, since 1886.



Comptometer  
Dictation Division  
Felt & Tarrant Mfg. Co.

**Comptometer**  
HIGH FIDELITY  
DICTATION-TRANSCRIPTION MACHINE

COMPTOMETER Dictation Division  
Felt & Tarrant Mfg. Co., 1732 N. Marshfield Ave., Chicago 22, Ill.  
Gentlemen: We are interested in the Comptometer Office Dictation-Transcription Machine with the Lifetime Guaranteed Erase-O-Matic Recording Belt. Without cost or obligation:

☐ Arrange for a Demonstration ☐ Arrange for a Free Office Trial  
☐ Please send Complete Information

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_ State \_\_\_\_\_

# 1

## PAPER GIVES COMPLETE COVERAGE IN THE ACTIVE AKRON MARKET

**CIRCULATION**  
Evening 152,381  
Sunday, 159,201

**POPULATION**  
Metro. Area 438,374  
Ret. Tr. Area 568,024

**ONE LOW RATE**  
Evening or Sunday



You get full coverage of Akron, Ohio's \$990,000 plus market at one low cost in either the EVENING or SUNDAY Beacon Journal. Akron is the only Market of its size in the country with ONE powerful newspaper — an outstanding buy at its low cost and high coverage. R-O-P color is also available.

STORY, BROOKS & FINLEY  
REPRESENTATIVES

# AKRON BEACON JOURNAL

EVENING AND SUNDAY JOHN S. KNIGHT, PUBLISHER

### Not Enough Aggressive, Well-financed Distributors

(continued from page 37)

Next surprise was introduction of Crosley's 1954 refrigerator line, trimmed down to eight models, with buyer-appeal features and pricing. A \$169.95 advertising leader was the industry's lowest in price. The beverage server that delivers cold drinks through the door without its being opened was a demonstrable and competitive feature in other models.

The 1954 line represented a major retooling. Customarily, because of the high cost, refrigerator manufacturers do a major retooling job only every three years. But designer Mel Boldt of Chicago, who now styles all Crosley and Bendix products, came up with a startlingly different design approach for the 1955 Crosley Shelvador line. It called for a major retooling program within a year of the previous one. Shouse and Ericksen showed the new design approach to the New York brass; the new tooling program was authorized immediately.

Some results: Only a few score of two of the eight original models remained in Crosley inventory when

the 1955 line was introduced last October 1. At both the 1954 and 1955 introductory conventions, distributors bought up a full quarter's production.

Soon after the first distributor showing of its 1954 refrigerator line, Crosley-Bendix pulled another surprise. A consolidation sale, offering thousands of appliances at millions of dollars in savings, was announced. The sale, designed to clear the way for the new Crosley and Bendix lines, broke in many major markets early in January 1954. During a month when newspapers everywhere carried a large volume of liquidation advertising, the best buys were Crosley and Bendix. For instance, all of the appliance dealers in Davidson County, Tennessee (Nashville), sold 834 automatic washers and clothes dryers in the first quarter of 1953. But in the consolidation sale, one Crosley-Bendix dealer alone (Castner-Knott) sold more than 800 Crosley and Bendix washers and dryers in a single week! In effect, this one dealer dried up the automatic laundry equipment market in Nashville for 90 days.

In New York City, Gerald O. Kaye, a Crosley-Bendix distributor,

reported January white goods business 156% ahead of the same 1953 month. Distributors of competitive white goods were moaning about what a tough January it was. Similar results were reported by other Crosley-Bendix distributors throughout the country.

Announcement was also made early in 1954, that, as a basic factor of the new Crosley-Bendix merchandising program, major emphasis would be placed on Crosley white goods and Bendix laundry equipment. But Bendix would be retained in refrigeration and Crosley in laundry equipment as merchandising tools.

### Competitors Warned

The announcement, in effect, warned competitors that whenever price cutting in any market became too severe for Crosley-Bendix distributors and dealers, Avco would counter with special promotional models of Crosley laundry equipment and Bendix white goods, or both.

This new merchandising flexibility, which protects the brand integrity of the premier lines, was put to good use late last summer. Price cutting



in refrigerators was demoralizing the market, as manufacturers unloaded obsolete and overproduced merchandise. To keep its dealers happy, Avco provided them with promotional model Bendix refrigerators so that they could offer "sales bargains" without destroying the pricing structure of the Crosley line.

Echoes of the consolidation sales were still sounding when the next surprise came: a new black-and-white television receiver, the Crosley Super V, introduced in February 1954. Small, compact and lightweight, it provided a full 17-inch picture, plus two other sales advantages: It was portable, and its selling price was only \$139.95.

The Super V caught on immediately. In Bristol, Tenn., a dealer picked up 13 Super V's at noon from his distributor. He was back for 30 more by mid-afternoon of the same day, and sold all 43 within 24 hours. Such sales reports were common across the country.

#### Answer for Future

Parker Ericksen believes the compact Super V portable television set is the answer to the question, "What will happen to black-and-white television when color arrives?" He predicts color eventually will move into the living room, but small, compact, portable sets will be placed in other rooms, just as radio went elsewhere in the home when television moved into the living room. Says Ericksen:

"Before color arrives at realistic prices, sets such as the Super V are ideal for the two million American families who will be buying their first receivers this year."

In less than six months, most major competitors had copied the vertical plane chassis idea pioneered in the Super V, and were going after the suddenly discovered "new market" for black-and-white receivers, priced low and compact in design.

Crosley has produced the 17-inch Super V at the rate of 2,000 to 2,500 a day, wrapping up approximately 20% of the 17-inch table model business last year. Ericksen expects the more recently introduced 21-inch Super V models to sell equally well, giving Crosley the biggest chunk of the total television market it has enjoyed to date.

Determined to hold this top position in the table model field, Crosley clipped prices \$20 on 10 of its Super V models late last December. This price cut was made possible by their sales volume Ericksen says. These models last year outsold the more ex-

## THE OREGONIAN...



**REACHES MORE WOMEN!**

#### ...with circulation leadership

Oregonian	<b>10,281</b>	City Carrier Lead
Daily Lead	<b>7,001</b>	ABC City Zone Lead
Over 2nd Paper	<b>3,544</b>	Retail Trading Zone Lead
	<b>40,848</b>	Total Circulation Lead

#### ...with advertising leadership

Oregonian <sup>®</sup>	<b>2,613,570</b>	lines	Retail Advertising Lead
Leadership	<b>1,219,097</b>	lines	General Advertising Lead
Over 2nd Paper	<b>3,316,115</b>	lines	Classified Advertising Lead
Year: 1954	<b>7,148,782</b>	lines	Total Advertising Lead

## THE Oregonian

PORTLAND 1, OREGON

Largest Circulation in the Pacific Northwest  
**236,289 Daily • 294,216 Sunday**

\*Sources: ABC Publishers' statements for 12 mos. ending September 30, 1954;  
 Media Records total advertising, less AW, TW and Comics, 1954.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

at SALES  
MEETINGS  
**CORRO-SET**  
the perfect  
display background



**Makes You the Focal  
Point of The Room!**

It's effective! Use it as is, paint it, silk screen it, decorate it in hundreds of ways; use it for charts, graphs, sales messages, as a projection screen, etc; it adapts to your needs!

It's all-purpose! Hundreds of such diverse organizations as du Pont, Allied Chemical, U.S. Dep't of Agriculture, Armour, Bureau of Advertising, Equitable Life, Raytheon, Etc., have used CORRO-SET for sales meetings, exhibits, trade shows, product promotions, etc.

It's dramatic! Striking modern design, of silken-finished corrugated in beautiful pastel blue. Stands 7'7" high, adjusts in width from 9' to 11'10".

It's long-lasting! Philip Morris used it 98 times as a backdrop for a traveling armed-services show!

It's easy to handle!

Sets up in minutes, without tools. Repacks easily. Comes in attractive one-hand carrying case. Weighs only 37 lbs.



And it costs only \$45—less than you'd pay to ship most conventional displays.

**CORRO-SET** can be Fire-Retarded... see your classified for local Flame-Proof Applicators.



3 Entin Road, Clifton, New Jersey  
DISPLAY DIVISION, Dept.  
Gibraltar Corrugated Paper Co., Inc. S AM  
3 Entin Road, Clifton, N. J.

- ☐ ENCLOSED CHECK FOR \$.....FOR.....
- CORRO-SET DISPLAY BACKGROUNDS AT \$45.
- ☐ SEND NEW CORRO-SET BROCHURE

Name.....  
Company.....  
Address.....  
City.....State.....

**"I Raised My Boy to Be a Salesman  
... So He Would Become a President."**

The expression, "I didn't raise my boy to be a salesman," will be changed in the not-too-distant future to "I raised my boy to become a salesman so he would become a president."

Ten years from now, the chief sales executive will prove, in terms of authority and responsibility, to be the most important officer in any company in which the sales activity is primary and basic, a category that would include most consumer-goods companies. As a matter of fact, in such companies the chief sales executive should now be the top officer.

Judson S. Sayre, President  
Norge Division, Borg-Warner Corp.,  
before New York convention,  
American Management Association.

pensive consoles by about six to four, and are expected to increase that ratio this year.

Shouse is the first to admit that the Crosley and Bendix sales upswing would not have been possible with the former competitive distributor and dealer setup.

"Our consolidated setup is far stronger than were the two separately operating components," he says. "Our distributors and retailers can now display complete lines of both white goods and laundry equipment, a combination that makes it possible to satisfy customers' every requirement for quality merchandise without their having to 'shop around.'"

The flexibility and versatility of the new organizational setup is apparent in many other ways, in production as well as sales. Example: One Friday Ericksen was in Chicago when one of the engineers in Cincinnati came up with a Super V production change that would improve fringe reception. Under the old setup the change would have taken at least two weeks of meetings, conference and memoranda. But a telephone call to Ericksen set it in motion, a week-end work schedule completed it, and the modification was in effect in sets produced on Monday.

From the dollars and cents standpoint, the consolidation has been successful in cutting fixed charges. Rents and other overhead have been trimmed appreciably: Headquarters of the consolidated divisions have been efficiently arranged in the huge Cincinnati plant.

The overcrowded Bendix manufacturing plant in Clyde, O., was

sold, and production switched to the ample Avco factory in Nashville. Crosley's television set plant at Batavia, Ill., has been closed, with production now concentrated in Cincinnati. The two divisions once maintained 16 appliance warehouses across the country; now there are two.

Purchasing, accounting and other functions, formerly piled up in the Cincinnati headquarters, have been decentralized for faster action and economy.

These and other moves have enabled Avco to manufacture more of the parts used in its products, and thus purchase less from suppliers, with resultant substantial manufacturing economies, reflected in prices of all Crosley and Bendix products.

The first Bendix laundry equipment turned out at the Nashville plant was made available to distributors and dealers last September. Featured was the industry's first nationally advertised, fully automatic washer at a suggested list price of under \$200. Dryer prices started at \$189.95, compared with the previous \$229.95 for comparable models. Admittedly, some of the frills had been trimmed off but, basically, the savings represented production achievements.

The dryer had been in production less than two months when it became apparent that savings were greater than had been expected. Retail prices were cut correspondingly, with \$158.88 the new low price for the Bendix electric dryer.

As for turnover, the industry is notorious for its rapid top executive

switches, with "imports" brought in to fill vacancies. For a year or more, Crosley-Bendix seemed to be setting a new record in executive turnover. Shouse and Ericksen are changing this. They believe their company has a reservoir of capable potential executives. Consequently, most top echelon appointments in recent months have been made from within the company organization.

In the field, Crosley-Bendix is building distributor and dealer confidence. This wasn't true two years ago. Then, distributors often were swamped simultaneously by sales and service field personnel representing radio and television, laundry and other company products.

"There seemed to be no coordination among the sales and service forces," one distributor recalled. "When I went to work Monday morning, I often found a half dozen different factory men on my doorstep. None knew the others were going to be there. Of course, it used to be that way, too, when I handled four or five different lines."

#### Overlapping Avoided

This unhappy situation has now been corrected. Field sales managers in the three major product groupings consult each other, plan their field men's itineraries so as to avoid overlapping.

Separate sales forces are maintained for refrigerators, laundry equipment and radio-television. With field activities closely coordinated, former sales peaks and valleys are being leveled off to a steadier year-round movement of merchandise out of retailers' stores.

Promotional efforts have also been strengthened. Before consolidation, a Bendix distributor might have been totally preoccupied with promoting another television line, when Bendix thought he should be pushing and selling laundry equipment. Today, top management can make sure there is no conflict in field promotions, and can direct the merchandising of any company product at any time in any and all markets.

On drawing boards behind locked doors, and in the engineering and testing laboratories at Cincinnati, men are working day and night to improve present products, perfect new ones, and effect additional price reductions on all Crosley-Bendix products. The industry can expect more surprises.

The End

## Quad-City Industrial Employment is on upswing

Employment at the large farm implement plants and at some 300 other factories is keeping pace with increased production schedules. Forecasts of a busy prosperous 1955 in the Quad-Cities are materializing early and rapidly.

The Quad-Cities offer you a good marketing opportunity. WHBF is "The Quad-Cities' Favorite".

Les Johnson, Vice Pres. & Genl. Mgr.



one of the  
**FIRST  
100  
MARKETS**

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

**WHBF** CBS FOR THE QUAD-CITIES  
AM • TV -- ROCK ISLAND

Call AVERY-KNODEL — New York, Chicago, Detroit

NO. 1 OF A SERIES

What's on the  
Space Buyer's  
mind?

**STATISTICS?**

Yes, but statistics cannot substitute for the expert personal judgment of the experienced space buyer. Competent space buyers know that statistics often fail to reveal much that is important in the selection of markets and media.

In the final analysis "Markets are People" and, other factors being equal, a receptive audience is of paramount importance. Alert, progressive, actively civic-minded people are more receptive to any advertising message.

Coupled with high incidence of solid, middle class, able-to-buy families this provides a market of optimum desirability.

ROANOKE is such a market! A recent All-American Award city, it typifies the "American Way of Life" at its best.

Roanoke's progressive newspapers dominate this active, stable, "first" market of western Virginia and its 500,000 plus "golden mean" population.

**THE ROANOKE TIMES and WORLD-NEWS**  
ROANOKE, VIRGINIA

... a demonstrated IDEAL TEST MARKET!

Write for new folder, describing the Roanoke Market Development Plan to Sawyer • Ferguson • Walker Co., National Representatives, 60 E. 42 St., N. Y. 17



# FREE ADVERMAT

incorporating  
your own advertising copy

Seasoned merchandising men are quick to see the terrific tie-in potential of ADVERMATS... Dealers will 'shelf stock' more of your products provided they get this multi-purpose rubber mat as a bonus. (and when they stock more they sell more) If you recognize the huge sales increases ADVERMATS can generate for you, we will be happy to make a hand cut sample for your further consideration... No obligation on your part. Write for information.

\*ADVERMATS are long life rubber mats with your product name and selling phrase die cut and inlaid right through the entire depth of the mat. Used as a point-of-purchase display in many sales locations in the store and store entrances.

**ADVERMATS** Division of  
**PERFO MAT  
& RUBBER CO., INC.**

463 Fourth Avenue • N.Y. 16, N.Y.

*Anyone Can  
Be a Salesman  
with a...*



**Displaymaster**

the Ring Binder that  
**STANDS, SITS  
or LIES FLAT**

to get your prospect's attention

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentation. Sets up and takes down in a flash; no fussing with gadgets.

SEND For Full Line Folder

**Sales Tools, Inc.**

1704 West Washington  
CHICAGO 12, ILL.

## TOOLS FOR SELLING



**AUTOMATIC ORDERING** of gift products at wholesale exhibit is accomplished by picking up punched tabulating cards corresponding to product. Idea was tried for first time by bright manufacturers' representative at recent gift show in Chicago.

## Now Punched Cards Become Actual Order Forms

Henry G. Burger, Chicago manufacturers' representative, Phi Beta Kappa and ex-industrial engineer, likes to experiment with unusual sales techniques. Earlier this year at the Chicago gift show, Burger gave visiting buyers something of a jolt by introducing punched tabulating cards instead of salesmen.

In his LaSalle Hotel showroom Burger displayed 250 furniture and gift items ranging from a \$400 table of petrified wood to a jewel case made by the wholesale division of Bergdorf Goodman. In front of each item were stacks of identical punched cards prepared by International Business Machines Corp. The plan was to introduce self-service to visitors—buyers representing furniture and department stores.

**Super market:** Burger encouraged each buyer to order ash trays, broilers, decanters and other merchandise "without waiting for a salesman." Thus, when a buyer spotted a product he wished to order, he picked up one of the cards in front of it, which told its price and number. He wrote in quantity, slipped the card into an

envelope. After walking through the showroom picking up cards corresponding to his selections, the buyer wrote his store name on the envelope and dropped it into a "ballot box."

Later, all product cards were processed by tabulating machines and dispatched, as orders, to manufacturers.

Says Burger: "Using tabulating cards as actual order forms does not eliminate salesmanship any more than the super market eliminated grocers. Formerly we argued with Mrs. Jones to buy a dozen more magazine racks, and she ordered by pressure and favor, and the cost was high. Now we can spend more effort in designing, manufacturing and merchandising a better magazine rack."

**Other applications?** Burger believes the system can work at the retail level, too. "A housewife," he says, "could walk through a store filled with samples, pick up cards by herself and hand them in, with her charge plate, at the door. If the shopper didn't want to take her purchase home immediately, the cards could be teletyped to a central warehouse. The store would need far less stock."

## Speaking of PACKAGING:

**"I've never seen a study that said styling is the one thing that makes people buy—but we know it's true."**

WILLIAM E. FISH, SALES MANAGER of CHEVROLET commenting on the 1955 models—reproduced with permission from Oct. 30, BUSINESS WEEK.

Mr. Fish's statement . . . made on the threshold of the fiercest competition in automotive history . . . emphasizes an important fact in today's buyer's market — that packaging, styling, is a *sales* function. It's a technological job only in the sense that designers and engineers are instructed to build a format that will add *more sell* to the product.

They get their perspective from the sales executive . . . the management man at the receiving end of the suggestions, criticism, gripes that pour in over the far-flung distribution "telegraph" . . . from customers, retailers, wholesalers, and salesmen.

In his *thoroughly informed* mind customer reaction and company interests merge into plans for product improvement. *That's where most packaging changes start.*

But packaging changes aren't on a timetable. In your prospect companies they're likely to be proposed at any time . . . suddenly . . . in the secrecy of manage-

\*A recent SM survey.

ment conferences. (Who, for example, would ever suspect that Coca-Cola would start experimenting with new sizes and packaging after all these years!) That's why your company should be in the sales executive's mind . . . as a possible nominee for the job . . . when a packaging change is first proposed.

The exclusive approach to the sales executives in companies likely to be making big packaging news in 1955 is in your hands right now. They're your fellow subscribers to *Sales Management*, reading the magazine just as you are. With 61% of them a packaging change is currently in the making.\*

No matter what vertical or trade magazines you may be using . . . in the food, drug, beverage, cosmetics fields, etc. . . a schedule in *Sales Management* gives you the competitive edge at the pay-off point where packaging changes originate and are okayed. It's extra sales insurance for your trade advertising and your salesmen . . . all across the top of your vertical markets.

**Why not send today for specially prepared brief "PACKAGING and SALES MANAGEMENT."**

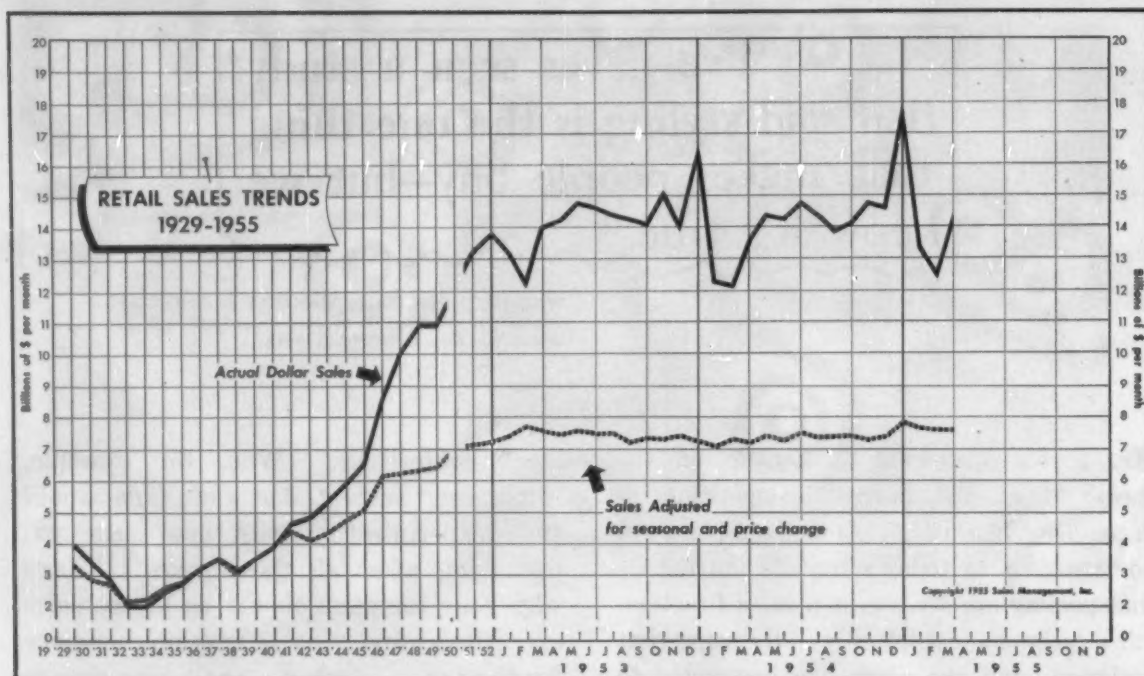
## **Sales Management**

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.—15 East de la Guerra, P.O. Box 419, Santa Barbara, Calif.

MARCH 1, 1955

85



## March Retail Sales: Up 6%

BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power

Retail sales in March 1955 will probably total \$14.4 billion as plotted on chart above, representing a 6% gain over March 1954. Thus the retail boom continues to set new rec-

ords, with the first quarter of 1955 probably standing at the highest level in history, when adjusted for price change. While automotive sales continues to be the prime mover in this

picture, other categories, particularly general merchandise, are also performing creditably.

Official revised data on the extraordinary December retailing splurge,

### Retail Sales Box Score

	12-month totals					
	1954	1953				
	(revised)					
	\$ Millions		%	Jan.	Jan.	%
			Change	1955	1954	Change
Food .....	41,634	40,777	+2.1	3,412	3,357	+ 1.6
Eating and Drinking Places .....	13,130	13,003	+1.0	992	988	+ 0.4
General Merchandise .....	18,859	19,005	-0.8	1,218	1,167	+ 4.4
Apparel .....	10,148	10,256	-1.1	670	678	- 1.2
Furniture and Appliances .....	9,082	9,125	-0.5	690	671	+ 2.8
Lumber, Building, Hardware .....	13,034	13,550	-3.8	838	786	+ 6.6
Automotive .....	31,666	33,319	-5.0	2,744	2,124	+29.2
Gasoline Service Stations .....	11,445	10,537	+8.6	931	855	+ 8.9
Drug and Proprietary .....	4,941	4,789	+3.2	391	407	- 3.9
*Total Sales .....	170,674	170,739	—	13,313	12,339	+ 7.9

\*Includes data for kinds of business not shown in above nine categories



which set off the current boom, make for slight modifications; the 1954 retail trade total has turned out to have fallen a bit behind the 1953 total, after all. Final returns on auto sales in 1954, despite the year-end upturn, show a 5% drop from 1953. But for auto dealers the sad memories of 1954 are being steadily wiped out by the current unprecedented wave of automotive buying, quite unusual for this time of the year. The only reservation one may raise here is that so much of the expected total 1955 auto production will have been sold by the close of the first quarter of 1955, one wonders what will happen in the balance of the year.

### Little Cause for Worry

With autos, steel and construction setting the pace on the output side, and retail sales and income rising, too, there is little in the current economic picture to cause worry. It is true unemployment in January rose to 3.2 million, but the gain is seasonal. Farm income is still on a slow decline, but the parity index (which measures farm prices against the prices farmers pay) after a 3% drop from 1952, has leveled off in the past year. On the whole, sales opportunities have never been better for those in a position to supply consumer wants efficiently.

One hears the usual chorus of retailer complaints about unfair competition, lowered profits-to-sales ratios, etc. It is true that the pace of competitive selling was stepped up in the past year, when the total volume of retail sales leveled off. The growing importance of the discount house and related employee buying operations, now estimated to gross about \$25 billion a year, is proof that retailers today must perform a real service to justify the profit margin of the past. Department stores, particularly, are faced with both the threat of the discount house and the population shift to the suburbs which has promoted the decentralization of sales. Next month we shall be able to report on some new developments in this field, as a result of a recent survey on the growth of shopping centers, undertaken on behalf of the new 1955 *Survey of Buying Power*, to be issued May 10.

Regionally, the greatest gains over the past year continue to go to Florida, California and the Southwest, as has been generally true for the past five years. A recent analysis of advance SALES MANAGEMENT SURVEY data, published in the February 1955 issue of *Fortune*, ranks the regional income gains, 1949-1954, as follows:

Far West, 49.3%; Southeast, 44.1%; Great Lakes, 41.6%; Southwest, 40.2%; Mid-Atlantic, 34.6%; Farm West, 34.2%; New England, 33.9%.

Among the states reporting better-than-average performance for this March as opposed to last March are:

Arizona	Kansas
Arkansas	Maine
Colorado	Oregon
Florida	Washington

The leading cities, those with a City National-Index well above average are:

Fort Lauderdale, Fla. . . . .	122.4
Colorado Springs, Colo. . . . .	120.1
Santa Ana, Cal. . . . .	120.0
Ventura, Cal. . . . .	117.5
Orlando, Fla. . . . .	116.8
Miami, Fla. . . . .	113.6
Jacksonville, Fla. . . . .	113.0
St. Petersburg, Fla. . . . .	112.6
Lubbock, Tex. . . . .	112.5
Hempstead	
Township, N. Y. . . . .	112.3
Wichita, Kan. . . . .	111.4
Topeka, Kan. . . . .	111.0
Lake Charles, La. . . . .	110.9
Tucson, Ariz. . . . .	110.7
Greensboro, N. C. . . . .	110.6
Billings, Mont. . . . .	110.5
Pasadena, Cal. . . . .	110.5
Elizabeth, N. J. . . . .	110.0
Greenville, S. C. . . . .	109.4
Lincoln, Neb. . . . .	109.2
Corpus Christi, Tex. . . . .	108.5
Austin, Tex. . . . .	108.3
Denver, Colo. . . . .	108.3
Hutchinson, Kan. . . . .	108.3
San Antonio, Tex. . . . .	108.3

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941,

the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

		City		City		Nat'l.		\$
Index	Index	Index	Index	Index	Index	Index	Index	
1955	1955	1955	1955	1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	vs.	vs.	March
1939	1954	1954	1954	1954	1954	1954	1954	1955

### UNITED STATES

424.1 106.0 100.0 14,352.00

### Alabama

★ Birmingham . . . . .	463.9	106.6	100.6	37.85
Gadsden . . . . .	518.0	103.6	97.7	5.28
★ Mobile . . . . .	611.1	108.4	102.3	15.34
★ Montgomery . . . . .	471.0	109.6	103.4	11.87

## You Always Get More in Middletown

In 1955 you can sell more in the greater Middletown market (Middlesex County) because there are more families—more income and greater all around sales activity.

HOW MUCH YOU SELL DEPENDS ENTIRELY ON HOW MUCH YOU ADVERTISE IN THE RIGHT NEWS-PAPER.

This highly responsive market can be thoroughly sold only through the Middletown Press because no combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

*"You Always Get More  
In Middletown"*

### THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

## Income that Keeps Coming

More than half of New London's \$51,000,000 effective buying income has its source in Federal payrolls at permanent local U.S. government installations.

Result? An enormous volume of dependable year-after-year spending power, offering to advertisers a unique opportunity for progressive, permanent sales growth.

**The Day**  
NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for March, 1955)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	vs.	vs.	vs.	March
	1939	1954	1954	1955
<b>Arizona</b>				
★ Phoenix .....	758.4	108.3	102.2	29.58
★ Tucson .....	809.5	117.3	110.7	15.54
<b>Arkansas</b>				
★ Fort Smith ...	558.6	116.8	110.2	7.21
†★ Little Rock- North Little Rock	488.8	109.5	103.3	19.26
<b>California</b>				
Bakersfield ....	406.9	102.0	96.2	11.56
★ Berkeley .....	388.5	107.8	101.7	10.88
★ Fresno .....	595.2	109.3	103.1	20.83
★ Long Beach ....	580.0	106.5	100.5	40.54
★ Los Angeles ....	440.7	107.1	101.0	281.18
Oakland .....	390.7	104.3	98.4	57.59
★ Pasadena .....	578.2	117.1	110.5	26.02
★ Riverside .....	607.9	109.0	102.8	8.63
★ Sacramento ....	437.9	109.1	102.9	28.25
★ San Bernardino ..	646.0	112.7	106.3	14.21
★ San Diego .....	648.3	112.0	105.7	50.50
San Francisco ..	329.5	104.3	98.4	103.02
★ San Jose .....	515.6	110.0	103.8	19.44
★ Santa Ana .....	820.4	127.2	120.0	13.12
★ Santa Barbara ..	419.4	109.3	103.1	7.97
Stockton .....	444.0	103.7	97.8	13.41
★ Ventura .....	634.2	124.6	117.5	5.64
<b>Colorado</b>				
★ Colorado Springs	507.7	127.3	120.1	8.68
★ Denver .....	439.4	114.8	108.3	63.76
★ Pueblo .....	433.4	113.7	107.3	8.06
<b>Connecticut</b>				
Bridgeport ....	353.8	100.9	95.2	21.23
Hartford .....	335.6	105.8	99.8	29.70
Meriden- Wallingford ..	345.8	100.4	94.7	6.15
Middletown ....	385.2	99.9	94.2	3.74
New Haven ....	304.2	104.7	98.8	21.63
New London ...	314.3	105.2	99.2	4.97
Stamford .....	432.1	102.7	96.9	9.59
★ Waterbury .....	341.2	107.1	101.0	12.11

† Estimates now include North Little Rock.

... for full  
population, sales  
and income data  
on these cities  
see the **MANAGEMENT**  
Survey  
Buying Power



## SELlectivity

When you advertise in

# STAMFORD

CONNECTICUT'S RICHEST MARKET

you are selling to the families with the highest income of all Connecticut cities over 50,000 population in the richest metropolitan area in the country.

Stamford offers you the best sales opportunity in the nation's No. 1 selling area—

The **Stamford Advocate** is the tested medium that reaches more of these families where top buying income means more sales and more profits for you.

## STAMFORD ADVOCATE

Stamford, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

How Important Is—

## NORWALK, Conn.?

**NORWALK** is a big shopping center—listed by Sales Management as a metropolitan area—a market of 92,000 population.

1953 Income—\$216,820,000

Retail Sales—\$132,496,000

60% of all the families have an income of \$4,000 up and account for 85% of total income. 20% are above the \$7,000 level. The quality index is 134—yes 34% above average.

THE **NORWALK HOUR**, with dominating circulation in this high income area, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

## The Norwalk Hour

Norwalk, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955

#### Delaware

★ Wilmington	405.7	108.1	102.0	21.50
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#### District of Columbia

★ Washington	359.9	107.8	101.7	118.16
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#### Florida

★ Fort Lauderdale	817.2	129.7	122.4	11.85
★ Jacksonville	557.5	119.8	113.0	33.62
★ Miami	707.4	120.4	113.6	59.49
★ Orlando	611.5	123.8	116.8	13.09
Pensacola	488.1	99.5	93.9	6.74
★ St. Petersburg	654.5	119.4	112.6	17.41
★ Tampa	666.6	112.6	106.2	25.06

#### Georgia

★ Albany	587.7	112.6	106.2	4.82
★ Atlanta	442.7	106.6	100.6	62.16
Augusta	521.8	105.7	99.7	10.70
★ Columbus	527.8	107.8	101.7	10.19
★ Macon	448.1	111.9	105.6	9.19
Savannah	441.7	103.6	97.7	12.41



**LOUISVILLE BELONGS  
ON ANY  
SUPPLEMENT SCHEDULE**

#### DID YOU KNOW?

More than 80% of the 100 leading national advertisers in 1952 used newspaper supplement advertising. Many advertisers using one or more of the three national supplements used the Louisville Courier-Journal Magazine to complete their supplement schedule. In 1952, more than a 100 This Week advertisers placed a total of 286,419 lines in the Louisville Courier-Journal Magazine.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

**THE LOUISVILLE  
Courier-Journal  
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 363,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955

#### Hawaii

★ Honolulu	432.8	109.2	103.0	28.22
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#### Idaho

★ Boise	391.3	108.7	102.5	7.04
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#### Illinois

Bloomington	561.3	99.6	94.0	5.82
Champaign-Urbana	387.5	101.1	95.4	7.87
Chicago	342.2	103.8	97.9	422.50
★ Danville	392.0	107.1	101.0	6.00
Decatur	385.9	103.8	97.9	10.11
East St. Louis	433.9	104.6	98.7	9.37
Moline-Rock Island-				
E. Moline	583.2	102.9	97.1	11.65
Peoria	312.0	100.0	94.3	15.54
Rockford	447.0	104.6	98.7	16.00
Springfield	386.3	105.5	99.5	12.90

#### Indiana

Evansville	393.7	98.7	93.1	14.49
★ Fort Wayne	448.1	109.7	103.5	20.52
Gary	437.3	100.9	95.2	15.44
Indianapolis	416.0	104.0	98.1	63.94
★ Lafayette	425.8	113.0	106.6	6.43
Muncie	375.9	104.3	98.4	7.22
South Bend	445.6	99.0	93.4	17.42
Terre Haute	333.1	100.0	94.3	9.16

#### Iowa

★ Cedar Rapids	455.1	110.1	103.9	12.29
★ Davenport	389.3	108.8	102.6	10.90
★ Des Moines	397.0	106.5	100.5	26.64
Dubuque	380.1	100.7	95.1	6.08
Sioux City	326.5	99.7	94.1	10.45
★ Waterloo	387.4	107.3	101.2	8.95

#### Kansas

★ Hutchinson	447.0	114.8	108.3	5.90
★ Kansas City	474.1	108.9	102.7	13.56
★ Topeka	491.3	117.7	111.0	12.68
★ Wichita	723.3	118.1	111.4	31.39

#### Kentucky

★ Lexington	407.4	109.1	102.9	11.00
Louisville	431.0	105.6	99.6	46.03
Paducah	464.7	93.8	88.5	5.53

#### Louisiana

★ Baton Rouge	574.0	108.3	102.2	13.03
★ Lake Charles	667.4	117.6	110.9	6.14
Monroe-West				
Monroe	452.2	102.9	97.1	7.19
★ New Orleans	438.9	107.5	101.4	56.18
Shreveport	440.5	105.2	99.2	16.87

#### Maine

★ Bangor	348.5	109.4	103.2	5.75
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## BANGOR

And Northeastern Maine  
Are On The March!  
**\$150,000,000**

in construction projects!

Here's proof positive of a strong and growing future for the 7-county area served by the Bangor Daily News. Outstanding in this program is a new steel fabricating plant in Brewer, Maine; plus two new shoe manufacturing plants for Bangor, new development in wood processing for paper manufacturing—definite interest in newly discovered mineral deposits, diversification in agriculture spell out rapid, immediate growth. Send for details.

## Bangor Daily News

Maine's **BIG** Paper

Reaches 74% of Families  
In 7-County Area

Represented by  
Johnson, Kent, Gavin & Sinding, Inc.

## BIDDEFORD-SACO

with

**\$50,270,000 total income**  
**\$33,488,000 retail sales**

is the largest market in Maine's most productive industrial county. Family income averages \$5,405 compared to \$4,563 for the state . . . family sales average \$4,088 compared to \$3,544 for the state . . . food sales average \$1,164 compared to \$1,044 for the state.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

**THE BIDDEFORD  
JOURNAL**  
BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.



# The PORTLAND, MAINE Market

is a Nine County Sales Area  
where most of the state's  
population — income —  
sales and payrolls  
are concentrated

62% of the population  
65% of the income  
64% of the retail sales  
76% of industrial payrolls  
of the state of Maine are  
concentrated in these nine  
southern counties.



Figures from 1954 Survey of  
Buying Power

Sales Management's Latest Test Market Survey,  
rates Portland as one of the best test markets in the  
country:

1st for all cities in Maine  
1st in New England for cities in 75,000 to 150,000 population group  
3rd in New England for cities of all sizes  
6th in U. S. A. for cities in 75,000 to 150,000 population group  
18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

The PORTLAND newspapers give you 94% coverage of the  
city and retail trade zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

## PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for March, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1954	1954	1954	1955

### Maine (cont.)

★ Lewiston-Anson	342.3	107.6	101.5	7.12
★ Portland	334.2	112.4	106.0	12.50

### Maryland

★ Baltimore	358.4	107.4	101.3	111.03
★ Cumberland	266.7	107.6	101.5	4.64
Hagerstown	335.9	101.5	95.8	4.77

### Massachusetts

★ Boston	286.6	109.0	102.8	114.57
★ Brockton	300.4	107.8	101.7	7.72
Fall River	311.8	102.4	96.6	10.29
★ Holyoke	361.8	106.2	100.2	6.44
★ Lawrence	324.0	109.2	103.0	9.46
Lowell	348.4	100.6	94.9	8.78
★ Lynn	317.8	112.0	105.7	10.74
New Bedford	316.2	102.2	96.4	10.53
Pittsfield	308.6	100.8	95.1	6.11
★ Salem	359.6	107.6	101.5	5.79
Springfield	317.4	105.9	99.9	21.68
Worcester	301.5	100.3	94.6	22.79



## BREAKING A 6-YEAR RECORD!

PITTSFIELD, MASSACHUSETTS  
ISSUED A RECORD \$460,000  
IN BUILDING PERMITS FOR  
NEW HOMES DURING NOVEMBER!

All barometers point to a big sales  
year in the Pittsfield Metropolitan  
Area.

Better check again to see if you  
have planned enough advertising to  
get your full share of business in  
this enlarged Metropolitan Area.

The Eagle covers 121 per cent of  
homes in City Zone and 70 per cent  
in the county area.

BERKSHIRE EVENING EAGLE

Julius Mathews Special Agency, National Reps.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City		City		City		\$
Index	Index	Index	Index	Index	Index	
1955	1955	1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	March
1939	1954	1954	1954	1954	1954	1955

#### Michigan

Battle Creek ..	452.8	100.5	94.8	9.01
Bay City .....	390.4	100.7	95.0	6.91
Detroit .....	394.5	98.8	93.2	214.00
★ Flint .....	447.0	111.7	105.4	26.15
★ Grand Rapids ..	430.2	106.4	100.4	28.31
Jackson .....	455.7	103.7	97.8	10.39
★ Kalamazoo .....	415.7	106.1	100.1	12.18
Lansing .....	375.3	94.9	89.5	14.26
Muskegon .....	384.8	99.4	93.8	7.35
Pontiac .....	439.0	103.2	97.4	11.15
Port Huron .....	371.6	99.9	94.2	5.50
★ Royal Oak- Farmdale .....	622.6	106.2	100.2	11.02
Saginaw .....	434.1	104.6	98.7	12.72

#### Minnesota

Duluth .....	301.0	100.6	94.9	11.80
★ Minneapolis .....	348.9	108.2	102.1	76.62
St. Paul .....	298.7	103.2	97.4	40.83

#### Mississippi

Jackson .....	484.5	102.3	96.5	10.32
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#### Missouri

★ Joplin .....	355.4	107.8	101.7	5.26
★ Kansas City .....	440.1	106.5	100.5	80.67
St. Joseph .....	320.8	104.0	98.1	7.57
St. Louis .....	360.4	102.1	96.3	103.94
★ Springfield .....	440.6	109.1	102.9	9.34

#### Montana

★ Billings .....	451.3	117.1	110.5	6.86
Butte .....	193.2	95.4	90.0	3.96
★ Great Falls .....	374.1	111.7	105.4	6.21

#### Nebraska

★ Lincoln .....	429.8	115.8	109.2	13.71
Omaha .....	378.8	104.1	98.2	32.58

#### Nevada

★ Reno .....	386.6	107.0	100.9	7.23
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#### New Hampshire

★ Manchester .....	334.5	106.5	100.5	9.20
Nashua .....	312.7	100.5	94.8	3.69

... for full  
population, sales  
and income data  
on these cities  
see the **MANAGEMENT**  
**Survey**  
**Buying Power**

**MANAGEMENT**  
**Survey**  
**Buying Power**



### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City		City		City		\$
Index	Index	Index	Index	Index	Index	
1955	1955	1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	March
1939	1954	1954	1954	1954	1954	1955

#### New Jersey

★ Atlantic City ...	378.3	109.2	103.0	13.77
★ Camden .....	456.5	111.4	105.1	18.11
★ Elizabeth .....	423.4	116.6	110.0	15.54
★ Jersey City- Hoboken .....	324.0	108.8	102.6	30.62
Newark .....	311.1	98.1	92.5	63.25
★ Passaic-Clifton ..	393.9	107.0	100.9	14.97
★ Paterson .....	410.7	113.3	106.9	23.08
Trenton .....	361.9	101.2	95.5	19.29

#### New Mexico

★ Albuquerque ...	870.5	108.1	102.0	16.54
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#### New York

Albany .....	356.3	103.8	97.9	22.02
Binghamton .....	345.1	105.0	99.1	11.94
Buffalo .....	373.9	99.5	93.9	76.27
★ Elmira .....	435.6	114.2	107.7	9.54
★ Hempstead Township .....	616.4	119.0	112.3	59.42
Jamestown .....	388.9	101.5	95.8	6.65
★ New York .....	347.8	107.5	101.4	905.13
Niagara Falls ...	380.3	101.1	95.4	10.99
★ Poughkeepsie ..	386.1	107.3	101.2	8.88

## Taunton, Mass. A Great Sales Market

Taunton's \$5,020 family income—highest of Bristol County's three largest markets—is based on a well balanced concentration of industries. Annual industrial payroll exceeded \$23,000,000. Family retail sales top the national average by \$166—Food Sales by \$239—Drug Sales by \$36.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift . . . balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if you really want to make your sales quota.

### Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews  
Special Agency, Inc.



## RANKS 72nd in EFFECTIVE BUYING INCOME

Passaic-Clifton, N. J., ranks 72nd in the nation in effective buying income . . . with more than \$171,457,000 in retail sales, according to Sales Management.

You can effectively reach the more than 61,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

## THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.  
18 East 41st Street, New York 17—Murray Hill 5-0131

you  
can  
sell  
more  
in

## Little Falls

The people have the money—  
The retail sales show they spend  
— Family food sales, for ex-  
ample, are \$1,336 compared to  
the U. S. average of \$860.

You can reach 30,000 people with  
a schedule in the Times. It's your  
guarantee of results because it's  
the home newspaper.

## Little Falls Times

Little Falls, N. Y.

Represented by  
The Julius Mathews  
Special Agency, Inc.

## Altoona, Pa.

is a good

## TEST MARKET

... as many important  
factors PROVE!

- It's well isolated from other cities.
- It has typical distributive outlets.
- Its citizens have average incomes.
- It has a splendid mixture of industry and farming.
- It has excellent year-round stability and a good record as a test city.
- Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

### ALTOONA'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER  
Advertising Manager

# Altoona Mirror.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955

### New York (cont.)

★ Rochester	337.1	107.2	101.1	46.72
★ Rome	438.8	108.3	102.2	4.30
Schenectady	364.9	100.0	94.3	13.32
Syracuse	353.1	100.3	94.6	30.51
Troy	336.3	101.1	95.4	9.35
Utica	374.5	105.6	99.6	13.78

### North Carolina

★ Asheville	415.7	108.9	102.7	8.73
Charlotte	513.1	105.0	99.1	19.91
Durham	406.4	93.9	88.6	8.25
★ Greensboro	767.4	117.2	110.6	17.42
★ High Point	423.4	107.7	101.6	4.53
Raleigh	468.8	102.7	96.9	9.75
★ Salisbury	392.3	110.1	103.9	3.57
Wilmington	442.5	104.0	98.1	5.31
Winston-Salem	425.2	105.7	99.7	10.12

### North Dakota

★ Fargo	392.2	114.2	107.7	6.51
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### Ohio

Akron	387.1	100.6	94.9	34.22
Canton	375.6	100.0	94.3	16.04
Cincinnati	348.8	101.7	95.9	65.50
Cleveland	371.3	98.3	92.7	127.20
★ Columbus	415.0	111.8	105.5	53.87
★ Dayton	475.5	108.0	101.9	41.27
Elyria	493.0	103.4	97.5	4.93
Hamilton	504.2	104.0	98.1	8.37
Lima	415.9	99.1	93.5	7.57
★ Lorain	603.7	111.5	105.2	8.21
Mansfield	396.0	100.6	94.9	6.93
★ Middletown	420.2	111.1	104.8	5.00
Portsmouth	361.0	96.9	91.4	5.56
Springfield	376.4	100.3	94.6	9.41
Steubenville	273.1	100.0	94.3	5.27
Toledo	388.1	102.2	96.4	41.64
Warren	461.0	102.1	96.3	8.16
Youngstown	301.1	99.4	93.8	19.57
Zanesville	322.0	101.5	95.8	5.12

... for full  
population, sales  
and income data  
on these cities  
see the **MANAGEMENT**  
Survey  
Buying Power



Only the  
Globe-Times  
covers  
Bethlehem...

... key city of  
Pennsylvania's  
3rd largest  
market!



The  
Bethlehem  
Globe-Times

De Lisser, Inc., national representatives  
Rolland L. Adams, President

... In Norristown, Pa.

## BIG SELLING SCENE

Throngs are surging to big  
new retail outlets in Norristown... and ringing up  
their sizeable sales in this  
buying center which is the  
capital of big and wealthy  
Montgomery County.

The TIMES-HERALD blankets these buyers with 99%  
home coverage. Put it on  
your schedule... for selling  
purposes!

**Times Herald**  
NORRISTOWN, Pa.

Represented Nationally By  
The Julius Mathews Special Agency

SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955

#### Oklahoma

Bartlesville	409.0	104.1	98.2	2.74
Muskogee	344.8	101.9	96.1	3.62
★ Oklahoma City	466.7	112.1	105.8	34.91
★ Tulsa	543.6	106.5	100.5	30.06

#### Oregon

Eugene	589.8	113.3	106.9	8.67
★ Portland	419.3	113.5	107.1	62.73
★ Salem	512.7	106.5	100.5	8.46

#### Pennsylvania

★ Allentown	346.5	107.1	101.0	13.72
Altoona	283.1	98.7	93.1	7.39
Bethlehem	416.9	100.2	94.5	7.38
Chester	458.9	105.5	99.5	9.82
Erie	470.8	100.3	94.6	18.55
Harrisburg	370.5	100.7	95.0	15.19
Hazleton	293.5	96.6	91.1	4.05
Johnstown	291.8	96.0	90.6	8.55
Lancaster	327.1	104.4	98.5	9.52
★ Norristown	370.3	110.1	103.9	5.11
Oil City	353.2	100.9	95.2	2.79
★ Philadelphia	379.8	107.4	101.3	237.33
★ Pittsburgh	362.1	110.0	103.8	99.53
★ Reading	372.3	106.1	100.1	16.64
Seranton	275.8	101.5	95.8	12.66
Wilkes-Barre	334.0	100.5	94.8	11.29
Williamsport	344.1	95.7	90.3	5.85
York	391.4	98.2	92.6	9.55

#### Rhode Island

★ Newport	315.9	108.1	102.0	3.38
Providence	290.4	101.8	96.0	31.19
Woonsocket	293.0	99.1	93.5	4.60

#### South Carolina

Charleston	381.9	103.6	97.7	9.05
Columbia	514.0	100.8	95.1	13.93
★ Greenville	514.1	116.0	109.4	10.95
Spartanburg	451.3	97.2	91.7	6.86

#### South Dakota

★ Aberdeen	507.8	107.2	101.1	3.91
Sioux Falls	342.6	97.9	92.4	6.51

#### Tennessee

Chattanooga	433.1	104.8	98.9	19.75
Knoxville	476.7	104.9	99.0	20.50
★ Memphis	479.9	111.7	105.4	52.98
★ Nashville	428.2	106.4	100.4	28.05

MARCH 1, 1955

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955

#### Texas

★ Abilene	659.8	113.0	106.6	7.72
★ Amarillo	642.8	112.0	106.6	13.82
★ Austin	534.7	114.8	108.3	17.43
Beaumont	482.9	95.6	90.2	11.88
★ Corpus Christi	653.8	115.0	108.5	17.00
★ Dallas	617.1	112.0	105.7	86.95
El Paso	550.8	103.4	97.5	15.57
★ Fort Worth	654.2	110.5	104.2	49.59
★ Galveston	444.6	106.1	100.1	8.98
★ Houston	558.8	107.3	101.2	88.35
Laredo	511.5	98.8	93.2	3.99
★ Lubbock	849.4	119.3	112.5	14.61
★ Port Arthur	450.3	107.0	100.9	7.52
★ San Angelo	515.1	113.7	107.3	6.49
★ San Antonio	585.2	114.5	108.0	49.10
Tesarkana	441.6	105.5	99.5	5.52
★ Tyler	498.5	110.9	104.6	6.78
★ Waco	626.9	112.7	106.3	12.60
★ Wichita Falls	490.1	111.6	105.3	9.36

#### Utah

Ogden	467.9	100.3	94.6	7.44
★ Salt Lake City	409.7	109.2	103.0	25.32

#### Vermont

Burlington	350.7	98.3	92.7	4.84
★ Rutland	306.4	107.6	101.5	2.88

#### Virginia

★ Danville	517.2	109.8	103.6	6.62
Lynchburg	367.8	105.9	99.9	6.40
★ Newport News	557.8	109.0	102.8	8.59
★ Norfolk	566.2	112.8	106.4	29.33
★ Portsmouth	647.8	110.6	104.3	8.68
★ Richmond	391.4	109.7	103.5	34.56
Roanoke	421.4	103.0	97.2	12.43

### The U. S. Navy spends \$64,000,000 a year in Newport, R. I.

In addition to Newport's family income of \$6,099 — \$1,000 above average of all other counties, the Navy adds another \$64,000,000 annually. 1954 naval expenditures were:

3,885 civilian salaries	\$14,640,000
Naval personnel (ashore)	39,048,000
Navy supplies	3,400,000
Public works contracts	7,000,000
	\$64,088,000

You can sell this high-income and top spending market through Newport County's only daily.

### The Newport Daily News

Rep. by Julius Mathews Special Agency, Inc.

## Your Best Drug Market

—In all Rhode Island is right here in Woonsocket's 100,000-plus trading zone. Average family drug sales are higher in Woonsocket than in any other city of populous Providence County (S. M. '54 Survey). You can sell this rich market *only* through its one-and-only local daily, the—

## WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruhlman  
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S  
PLUS MARKET

## SALISBURY North Carolina

- Center of Industrial Carolina.
- Major Consumer Market, served by one, and **ONLY ONE NEWSPAPER . . .** The Salisbury POST . . . at **ONE LOW COST.**
- Generous merchandising support.



Salisbury, North Carolina

# Mink... for incentive charm



If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue "Furs in the News." As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.

**VICTOR ASSELIN FUR, INC.**  
263 7th Ave., New York, BR 9-8030

**HANSEN STORAGE CO.**  
124 N. JEFFERSON ST.  
MILWAUKEE, WIS.  
WISCONSIN'S LARGEST AND MOST MODERN  
APPLIANCE — HANSEN STORAGE OF MADISON INC.

The Bigger A-Man's Head—The Easier To Fill His Shoes  
**SLOGAN SMILES**  
on colorful stickers for correspondence or as give-away signs with your firm name. Customers love them; door-opener for salesmen. Write for Free samples and prices.  
J. Posner 95 Madison Ave. New York 16  
The Safest Place To Keep A Secret—Is In Your Head

**KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS**  
**PROMOTIONAL PENS**  
Finest quality Ball Point Pen—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.  
Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.  
**DOVAL SALES COMPANY**  
Dept. SM, 158 W. 23rd Street, New York 11, N. Y.

**GENERAL SALES MANAGER**  
Desires new connection. Principal interests have been in Industrial and Manufacturing Markets, Direct, Jobbing and Wholesale Sales. Experienced in all phases of sales management, selection and training, market research, advertising and sales promotion, budget assignment and sales planning.  
Brochure furnished on request.  
Box No. 3103

**MAKE 'EM LAUGH!**  
Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Motives" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.  
**FREDERICK E. GYMER**  
2121 E. 9th St. Cleveland 15, Ohio

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1939	1954	1954	1955
<b>Washington</b>			
★ Bellingham	429.9	108.3	102.2 5.46
★ Everett	459.1	113.0	106.6 6.84
★ Seattle	424.8	113.3	106.9 72.17
★ Spokane	412.5	109.0	102.8 22.07
★ Tacoma	425.6	107.3	101.2 19.11
★ Yakima	472.6	109.6	103.4 8.79

### West Virginia

Charleston	398.9	95.8	90.4 14.24
Huntington	369.7	100.7	95.0 9.39
Wheeling	289.2	97.6	92.1 7.52

### Wisconsin

★ Appleton	413.1	108.9	102.7 5.37
Green Bay	361.9	100.2	94.5 7.78
Kenosha	435.2	98.9	93.3 6.92
La Crosse	426.4	105.4	99.4 6.95
★ Madison	383.9	110.9	104.6 13.86
Milwaukee	370.7	103.0	97.2 87.06
★ Oshkosh	428.2	106.7	100.7 6.38
Racine	428.3	103.2	97.4 9.38
Sheboygan	353.4	97.5	92.0 5.23
Superior	295.8	101.9	96.1 3.55

### Wyoming

★ Casper	541.1	106.0	101.9 5.14
Cheyenne	457.1	105.4	99.4 5.12

### RETAIL SALES FORECAST (S.M. Forecast for March, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	March
1941	1954	1954	1955
<b>CANADA</b>			
	360.4	102.0	100.0 953.50
<b>Alberta</b>			
Calgary	514.5	92.6	90.8 20.53
Edmonton	564.1	99.1	97.2 20.76
<b>British Columbia</b>			
Vancouver	412.8	94.1	92.3 46.11
★ Victoria	399.3	103.5	101.5 11.26
<b>Manitoba</b>			
Winnipeg	335.0	93.4	91.6 35.17
<b>New Brunswick</b>			
Saint John	229.5	96.5	94.6 4.36
<b>Nova Scotia</b>			
Halifax	302.5	100.1	98.1 11.89
<b>Ontario</b>			
Hamilton	308.1	92.6	90.8 20.61
London	314.0	92.2	90.4 9.64
★ Ottawa	305.1	105.3	103.2 19.13
★ Toronto	392.9	114.8	112.5 120.82
Windsor	247.7	90.0	88.2 10.23
<b>Quebec</b>			
★ Montreal	327.0	104.4	102.4 99.20
★ Quebec	356.0	107.6	105.5 17.30
<b>Saskatchewan</b>			
Regina	400.7	93.6	91.8 11.70



**RADICALLY NEW PACKAGING**, displaying and dispensing of Alemite lubrication fittings have been introduced by Stewart-Warner Corp. Each fitting is hermetically sealed in cellothene against moisture and dirt. A colorful display stand, holding five boxes of 100 each of the more widely used fittings, in strips, permits convenient handling and up-to-date control of inventory. Each fitting is encased in a two-inch segment of the strip; the dealer simply tears off as many as the customer wishes.

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### SALES MANAGER AVAILABLE

Ambitious, experienced and capable sales executive seeks change. Background includes hard goods and household equipment. Can organize, direct and train field sales force. Can show successful sales record in highly competitive fields. Under 40, good health.

Wire or write  
Box 3104  
Sales Management

### DIRECTOR OF MARKETING

Wanted by National Food Co. specializing in dairy-distributed items through retail food stores and dairy routes. Thorough knowledge of food sales, sales promotion, advertising and marketing background essential. Must live in Los Angeles and head present sales departments now organized on regional basis. Extensive traveling will be necessary for initial operations to acclimate and solidify present organization. Write Box 3015.

Give complete resume of experience, personal history, references, and salary desired. Personal interview can be arranged in New York or Los Angeles.



## THE SCRATCH PAD

By T. Harry Thompson



It could be that March will come in like a Lion and go out like a Rotarian.

Greyhound picked a pat name for its see-level bus: "Scenicruiser." And the Groucho Marx show was aptly dubbed: "King Leer and His Court."

ONE-STORY FACTORY: A chance to get in on the ground floor.

Doll Deal: Elsie Enterprises, a unit of Borden's general advertising department, is out with an Elsie-the-Cow doll in a choice of brown, blue, and pink, retailing at \$2.98. What! No purple cow?

An investment counselor in Savannah is Mr. A. Minis, apparently no kin of B. Plus.

"For Sale—Bathinette and folding baby-carriage."—*Times Talk*. Sure you ought to part with 'em?

No, Herman; looking ahead to greater achievement does not make the optical industry "a bunch of visionaries."

When advertisements deliberately omit the price, some salesman has to use all his personal charm and no little finesse to assure the prospect it is not out of line.

To the average filling-station attendant, "Fill 'er up" means "Slop 'er over."

COPYWRITER: Claim agent.

Hugh Scott tells me about the big-game hunter who was pinned to the ground for two days by a Zulu spear. "That must have hurt terribly," a nice old lady told him. "Oh, it wasn't so bad," the hunter said, "except when I laughed."

The same writer defines a cannibal as "a fellow who gets fed-up with people."

Hardware Mutual V-P Don Raihle says the colors on some new-car models are just pigments of the imagination. He then asks: "Isn't drinking before driving putting the quart before the hearse?"

At the retail level, one of the few people who act as though they want my trade (and cash!) is the Chinese laundryman.

Low-pressure salesman George Gobel refers to the commercial as a "dramatized interruption."

In Key No. 4 of "Twelve Keys to Successful Selling" (Prentice-Hall, Inc.), Walter Horvath says: "Always keep a hooker happy." And he doesn't mean a hooker of rye.

Psychiatrist: "Is there any insanity in your family?"

Patient: "There must be. They keep writing me for money."

—Selma (Ala.) News

### SIT-ACOSIS

Our baby-sitter comes at eight  
And parrots: "Will you folks be late?"  
We tell her (as we always do)  
She'll be in bed by half-past two.

We couldn't have the weekly scene  
Without the usual routine:  
"If Junior cries, call Dr. Brown?"  
And "What's his number? Write it down."

We act as though the girl were new  
And tell her everything to do.  
As you might ask: "Does she forget?"  
It isn't that, we'll make a bet.

It's rather that, before we leave her,  
Symptoms show of "parrot fever."  
There's a label for her case.  
(A play-on-words is no disgrace.)

We do not mean the *real* complaint,  
Spelled with a "p" like that in "paint."  
It's "sit-acosis," if you please.  
(An occupational disease?)

Candy sales would be astronomical if three-year-olds were told to help themselves, and no holds barred.

The "drinkometer" may be all that is claimed for it, but a simpler test of sobriety is to have the suspect try the word *similarly*.

With its bifurcated tea-bags, Lipton could exhume that oldie: "We couldn't improve the *product*, so we improved the *package*."

R. B. Flemons, Flemons Enterprises, Pueblo, Colo., says there *was* a disposable paper mop on the market when he was selling for Detroit's Household Paper Products during the recession of 1938-39.

The girl-friend says that sound you hear coming from the cocoon is a butterfly singing: "Let Me Go, Larva."

*Time's* headline was a natural: "Pride of the Seventh Fleet."

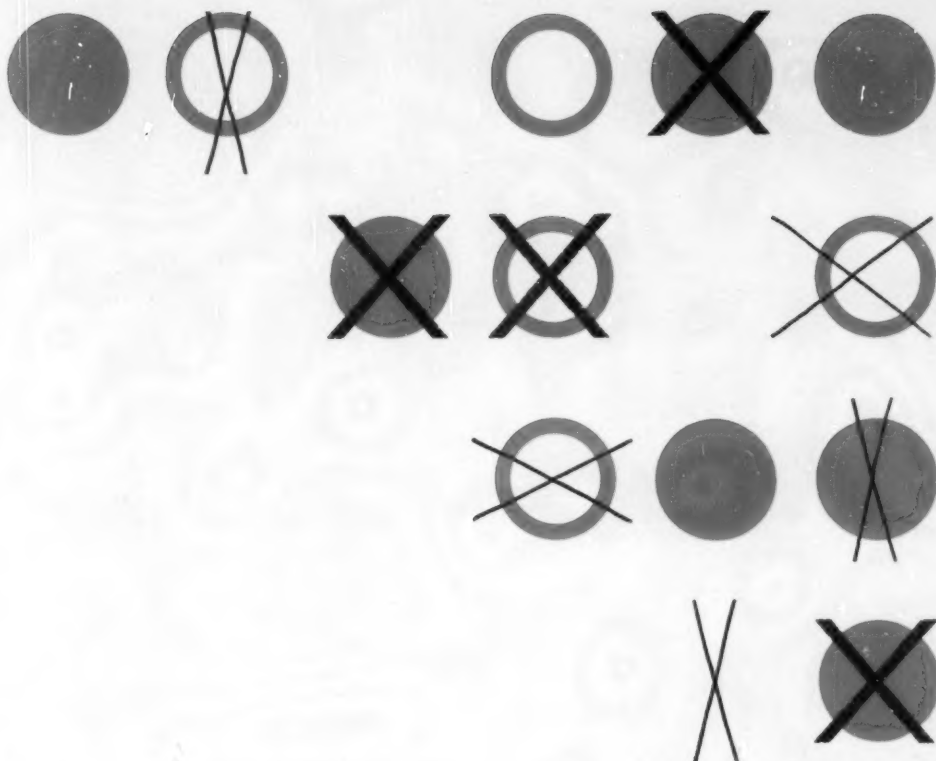
"Sea Hunt Curbed for Wheelock" said a headline in this morning's paper. The reference is to Agencyman Ward Wheelock who, with his wife, son, two guests, and two crewmen have been unreported since mid-January on Ward's 60-foot yacht, the *Home Sweet Home*, out of Bermuda, bound for Antigua. Many of us in sales and advertising knew him well and hope for better news.

Memo Random to men in ivory towers: It's the *public* that governs the ultimate choice of products and not the *board of directors*.

Along that line, G.M.'s Harlow Curtice says: "To many of us, the customer may seem far removed from our daily work. He is not, I assure you. He holds the ballot which controls our products and our very jobs."

Thanks, Uncle Sam, for that March 15 reprieve!

SALES MANAGEMENT



## *the great lost opportunity for sales*

■ Everybody wants more sales. And every company spends money for catalogs. But not all companies realize how important their catalogs can be in getting business that otherwise gets X'd out of their sales picture.

—■ Those who specify in industry almost always use catalogs to sift suppliers before calling in salesmen. And *your* catalogs can be planned specifically to induce more of them to call your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. —■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been the whole business of Sweet's for nearly 50 years. A helpful new booklet, "Your catalogs—key to more orders," is yours for the asking. Sweet's Catalog Service, division of F. W. Dodge Corp., Dept. 47, 119 W. 40th St., New York 18. Offices in all principal cities. "The easier you make it for people to *buy* your products, the easier they are to *sell*."



# THE BEST TIME AND PLACE TO ADVERTISE!



WHEN you want to get more buying action from your advertising, the time to tell your story to prospects is when they are in the mood to buy and the place to tell them is in the medium from which they do practically all their buying.

No other medium can match the newspaper for selling power. It is the primary, and for most the only, source of the information, guidance and buying ideas people want in order to get more out of life.

As Chicago's most dynamic newspaper, the

Tribune is bought, read and bought from by hundreds of thousands more families than are reached by any other Chicago newspaper. Their buying attracted to the Tribune in 1954 more than \$55,000,000.00 in advertising—more than has ever appeared in a similar period in any other newspaper anywhere.

A Tribune representative will be glad to discuss with you a plan which will help you build a consumer franchise for your brand among the families who read the Tribune. Ask him to call.

## CHICAGO TRIBUNE

### Chicago

A. W. Dreier  
1333 Tribune Tower

### New York City

E. P. Struhsacker  
220 E. 42nd St.

### Detroit

W. E. Bates  
Penobscot Bldg.

### San Francisco

Fitzpatrick Associates  
155 Montgomery St.

### Los Angeles

Fitzpatrick Associates  
3460 Wilshire Blvd.